

PRACTICAL HINTS TO SCOUTERS

An insight into methods of Troop Administration
and Organisation, etc.

GLASGOW
BROWN, SON & FERGUSON, LIMITED
52 DARNLEY STREET

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First Edition	=	-	1934
Sixth Edition	-	-	1962

FOREWORD TO ORIGINAL EDITION

THIS little book does not claim any special originality in the treatment of the various problems which beset the path of the Scoutmaster, neither does it furnish a panacea for all the perplexities which are sure to be met with in every Troop from time to time. The object I have in view is to gather up from some years' experience in dealing with boys a few methods which I have found it wise to adopt and, on the other hand to point out (from experience again) where it is possible to blunder in the details of organisation. It is often said, that experience teaches. This is true, no doubt; at the same time the experience is often gained at the expense of the object in view. On the assumption, therefore, that forewarned is forearmed, I am venturing to write down briefly a few suggestions which may be of use to Scoutmasters.

Work as a District Secretary affords many opportunities for insight into methods of Troop administration and organisation, and the points emphasised in this book have been in some cases culled from observations I have made in Troop inspections and from conversations with Scoutmasters.

The suggestions put forward here have at any rate the recommendation of having been weighed in the balance of either my own or others' experience and found to be practicable. If any should think that my statements are too dogmatic, I would plead that I have adopted this style merely for the sake of brevity, and not in any sense with the idea of laying down the law.

PREFACE TO THE SIXTH EDITION

THIS is a book that has stood the test of time. The original edition was written by the late Rev R. P. E. Cheesman, M.A., in the early 1930's. Of him, Leonard G. Attrill, who revised the book for its fifth edition said, 'I cannot let this book go to the press without taking this opportunity of paying tribute to my friend, the late Reginald Cheesman, first author of this book. His great wisdom, power of friendship and gentle manliness—his quiet, cheerful steadfastness in his much bombed church and vicarage in Streatham during World War II, were of a piece with the quiet service of his whole life.'

Leonard G. Attrill, erstwhile District Commissioner for Streatham and sometime Honorary Warden of Somers House, wrote in his Preface to the fifth edition . . . 'I have altered as little as possible of the original author's contributions to the early chapters, in deference to his great wisdom and to the permanence of his subjects.' The immediate post-war years were difficult days and this was reflected in the substance of the 1948 revision for a fifth edition.

The colour scheme and furnishing of a home can be altered according to the whims of fashion but the solid structure of the home remains though even that may be modernised almost out of recognition. The aims and ideals of Scouting remain—boys are still boys—and a good character more precious than all the material treasures the space-age world can offer.

In revising this book for a sixth edition I have left what is basic and permanent and where necessary have 'modernised'. The gift of being able to organise promotes efficiency and makes valuable time available for worthwhile activities. We all learn by experience and that process of learning is sometimes the hard way and the long way. Any hints therefore which can be passed on by those who have been the way before are likely to be of real service to those without ex-

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CHAPTER I

THE ENROLMENT OF RECRUITS

WHEN a Troop of Scouts is started at a church or in a town or village the news generally travels apace, and a large number of candidates for enrolment, attracted by the novelty of the affair, is speedily in evidence. Experience will show, however, that a number of the candidates soon lose this initial enthusiasm and after a little while drift away and are seen no more.

Now, this drifting is a weakening influence to the success of the Troop, and is to be combated by avoiding the inrush which has occasioned it. There is no doubt that a small beginning has much to commend it. Get hold first of a few specially selected boys (the clergy and Secondary school teachers will help you here) who you think are really keen, and who will catch the 'Scout spirit', and quietly train them, without as yet putting them into uniform. When they are up to Tenderfoot stage let them appear in uniform, and so a small but select Troop will gradually appear to public view. Of course, what is happening will probably leak out, but, at the same time, till uniform is worn, there will not be much attention attracted. With this nucleus of boys to set the 'tone' of the Troop—and a good 'tone' is a great asset—you will be prepared to deal with the bulk of the recruits. Make every recruit go through a period of probation. There is no better probation than to insist on the Tenderfoot Test being passed before uniform is allowed to be worn. This in a large measure sifts out the 'slackers' and will prevent a diminution in numbers which often occurs just at the time you are wanting to gain ground.

Some Scoutmasters may think that this plan savours of discouragement and might be a deterrent to boys joining, and

instead would recommend getting the boy and then trying to make something of him, but we feel convinced that a judicious care in admitting candidates will bear fruit in the long run, and that a Troop will be all the stronger, both in numbers and efficiency for attention to it. A boy values that which has been difficult to obtain, and so his membership in the Troop will have a value to him if he has had to work for it. We think experienced Scoutmasters will agree that the presence of slack, inattentive and irregular Scouts is one of the most prolific sources of weak and ineffective Troop work. But if the Scouts are made to understand that there is no room for the slacker, waverers will often fall into line with the prevailing tone, to the great advantage of themselves and their Troop. And so our system will be, while giving every encouragement to boys to join us, to build up our Troop on a good firm foundation of 'real' Scouts.

And now we shall be faced with the question of how to provide uniform. In these days it should be possible for parents to provide uniform without undue sacrifice. When scouting first started it was often a very difficult matter and sometimes the Troop provided part or even all of the uniform. Very few Troop funds could stand the constant strain of providing and renewing uniforms even in this space-age. In any case what costs a boy nothing has a value to him of precisely cost price and he is less likely to take a pride in its upkeep.

Some Troops prefer to provide part of the uniform—the Troop scarf and the shoulder knot for example. The scarf is often of special design for a particular Troop and if several dozens are ordered at a time the total cost is correspondingly lower.

When a boy joins the Troop he is given a sheet of information about the Troop and its activities. For example, parents can be told the current price of the various articles of uniform and where to purchase them. Shops stocking Scout uniform are familiar with the regulations and can advise on choice of items accordingly. Whilst the majority of boys can be provided with uniform as soon as the period of probation is over and the Tenderfoot test has been passed, there will always be exceptions whose parents find it difficult to provide a complete uniform at one payment. There are

usually ways and means of overcoming this, either through the Troop or in some cases the shops. The keen boy can always earn money and so buy his own uniform. Boys over 13 years of age are allowed to take part-time jobs provided they have obtained the approval of the local Education Authority who safeguard the boy by making sure that he is medically fit, is to be provided with protective clothing if taking a newspaper round for example and that the employer keeps rigidly to the agreed hours of work. Quite obviously part-time work must not interfere with school in any way.

Troop Funds are raised in a variety of ways. Each Troop should be self-supporting. One source of income is the agreed weekly subscription towards the running expenses of the Troop, such sum to be fixed by the Court of Honour. Different sections of the Group pay a different subscription. Scouts (under 15) may pay one subscription, Senior Scouts (over 15) another. Some Troops ask their members to pay for all badges—others present all badges free as a reward for initiative and energy and to add to the dignity and importance of badge work. In addition to a Troop subscription there may be a Patrol subscription, the Patrol Fund being devoted to definite and approved purposes, the Patrol accounts submitted to the Scoutmaster and authority obtained for general expenditure. As with all organisations there are many incidental expenses and from time to time it will be necessary to augment Troop funds. The purchase of adequate camping equipment will be a major item of expenditure. When funds are needed the help of parents and other interested people is usually sought because as a rule 'many hands do make light work'.

As a rule the new recruit is placed in a Patrol—perhaps to be with a friend or he can be placed in a Patrol as a temporary measure until he has passed his Tenderfoot Badge and then allocated to his permanent Patrol. In this way there is an opportunity for him to settle down to Troop routine before becoming a 'Peewit' or a 'Badger'. It is more than likely that he may remain with the Patrol in which he is placed for his period of probation. It is the privilege of the Patrol Leader to train the tenderfoot for the subjects of the Tenderfoot Badge. The Scoutmaster himself will make certain that the new recruit understands the spirit and meaning of the

Scout Law and Promise. As a member of a Patrol he will take part in Patrol activities though he will receive his main instruction in the course of the S.M.'s. programmes of games and activities.

The new recruit should give a note from his parents to his Scoutmaster to prove that the enrolment has their full consent. No doubt this will be the first of many contacts between parent and Scouter.

To hold the interest of the boys there must be a well-planned series of regular activities with the 'out' in scouting as much as possible.

After the period of probation is over and the Tenderfoot tests have been passed a boy is admitted to full Troop membership. The ceremony for joining the Troop is as laid down in *Scouting for Boys* unless there is some variation of this ceremony which is a tradition in the Troop. In the case of a Troop connected with a religious denomination it is often felt more appropriate to hold this ceremony of initiation into Troop membership in Church and to modify accordingly. In any case this ceremony should be no less impressive and full of meaning than that laid down in *Scouting for Boys*.

CHAPTER II

PROGRAMME OF TROOP WORK

SOMEONE has said that we must first catch our hare and then cook it, implying that the latter is the easier process. Applied to Scouts, the matter is rather reversed. It is comparatively easy to get Scouts; the great problem is to keep them when we have got them. The point to be borne in mind is that to be a Scout is quite voluntary on a boy's part. That is to say, that in order to keep our members we must make our Troop attractive to them. Of course there are cases where boys will remain Scouts from a sense of duty and from the motive of becoming useful and proficient; but in the majority of cases, if our Scout programme is not very carefully and thoughtfully drawn up, the interest of the boys begins to flag and the Troop is in danger of crumbling to pieces. Now much of the Scoutmaster's concern will be to look ahead and to cater for the maintenance of enthusiasm. A great deal will depend on the genius of the Scoutmaster, the kind of programme drawn up, and the methods adopted.

It is very essential that the Scoutmaster should devote his best thought to this matter, and that he should keep his mind fresh and ready to provide emergency and alternative schemes. He should read and re-read *Scouting for Boys*. It is important that he should read as widely as he can. He should listen to his assistants, have much talk with his boys. He should not work alone. Responsibility tends to loneliness, and it is a sad thing to get out of touch with the A.S.M.'s, and by much thought unconsciously to get the habit of working alone and imposing a programme on officers and boys alike, rather than planning it with them. It is a good plan, therefore, to talk over each week's programme with the A.S.M.'s, and certainly with the Court of Honour, say after Scouts' Own on Sundays, before issuing the weekly programme. The assistants should have definite duties and responsibilities, and the S.M.

should leave himself free as far as possible to superintend everything without ostentation, and to give much time to individual boys.

The S.M. should remember always that his privilege and responsibility are to lead the Troop. There is no doubt that he is often the hero of the smaller boys, and it is a very humbling discovery sometimes to catch a glimpse of the pedestal on which they place him. If he fails, the fall is very great, and he should watch his whole conduct, every word, thought, and deed, both in and out of headquarters.

In making up a programme, eight points should be borne in mind:

- (1) That boys for the most part have a singular lack of concentration, especially if they see no definite end in view; and
- (2) That work and recreation should be carefully interwoven, so that Scouts cannot reject the one and choose the other.
- (3) Your programme should cover a long period of time. There should be at least two series each year.—one for winter, one for summer work, so that a definite object may be achieved at each stage. Details should be worked into short Troop programmes. Alternatives should be provided to suit the mood and circumstances of the moment so that no programme need be a failure through monotony.
- (4) As large a proportion as possible of outdoor work should be included even in winter programmes.
- (5) Second Class and First Class Badges are not special assignments but are to be taken in a boy's stride. Shape your programmes with this in view and thus secure an attractive scheme and efficient First Class Scouts.
- (6) We must preach and practise hardiness and the boy's responsibility for his own health.
- (7) We must not forget the use of Proficiency Badges for the development of aptitudes and for the creation of ability to make the right use of leisure.
- (8) In a wider sense the programme of training must be continuous from Cub Pack, through the Boy Scout and the Senior Scout Troops, to the Rover Crew.

We only get the boys, as a rule, when their day's work is done, and when they are often not at their best for, at any rate, prolonged mental effort. And so to set aside an evening, for instance, for an ambulance talk and expect the Scouts to come and sit, for over an hour perhaps, trying to assimilate knowledge, is not only unreasonable on the part of the Scoutmaster, but often results in disappointment, and the class as the talks proceed visibly diminishing, however able the instructor may be. No, we think all our instruction might be sandwiched in between recreation, at any rate the instruction involving much mental effort. For instance, when the winter club is in full swing the Scouts can be gathered together and given a short yarn on some subject, it may be for a Proficiency Badge. A series of these talks would impart a good deal of knowledge without taxing the concentration and patience of the Scouts. When the time for examination is drawing near they may be brought together for a special yarn of perhaps an hour for revision. But then the object in view will be a very definite one and the boys' interest stimulated by a mild attack of 'examination fever'.

Instructors who can keep a boy's attention for long at voluntary evening yarns are few and far between, so 'little and often' must be our motto. As a general rule instruction and practices should last about twenty minutes. Those practices which have a definite object are most likely to be interesting. Thus display practices have good effect on the general training of the Troop, and they earn their place in the year's work by this fact, even more than by the dual object of the display itself. See that you (or your instructor) know your subject thoroughly well. Almost anyone can be interesting when he knows what he is talking about, and you owe it to the boys to work up your subject in advance.

When practising knots, do not merely tie two ropes together, but tie them for the appropriate purpose.

Add a touch of reality to your ambulance practices by staging an accident, or announcing the symptoms of the patient. Use 'make-up' to simulate real wounds and teach your patients to act their symptoms.

Vary your instruction with games. Get all the books of Scouting games that you see, collect more games from other Troops, invent them and keep a games book of your own.

Let your games have a purpose in your plans, to quicken up the boys' wits or their movements, or simply to provide relaxation, or to give exercise in something which has been learned.

Yarn frequently, if not every Troop meeting; but let your yarn be short and pithy. Know what you are going to say and say no more. Cultivate the art of story telling for rare occasions, but never point the moral. Let your story be such as, if it has a moral, the moral speaks for itself.

It is a good plan to divide our scheme of Scout work into two parts—one for the summer and one for the winter. The Scouters and Patrol Leaders may meet in the spring and autumn to consider plans and to formulate a definite programme, but the Scoutmaster must come with ideas previously thought out. It will doubtless be found, at any rate in the country, that the summer programme is much the easier to arrange. If there is a swimming club in the vicinity, arrangements can generally be made with the secretary to admit the Scouts at a reduced fee. A day a week may be set aside for Scouting games and practice. We have found it best for this to split the Troop into sets of two Patrols under an A.S.M. or in charge of reliable Patrol Leaders. Encourage the Scouts to keep little standing camps in the neighbourhood if the weather is favourable. A field, free from cattle, and where the tent can be safely left all day, is generally to be had for the asking from some friendly farmer. During haymaking and harvest time there is splendid opportunity for doing good turns. A large number of Scouts can be a tremendous help in the hay or harvest field; the farmer will appreciate not only the assistance but the thought that prompts it, and it will be great fun to the Scouts. It will be a means too, of showing appreciation to farmers who allow Scouts the use of their land. We hope to say a word or two about camp and sports in another chapter on 'Annual Events'. Before leaving the subject of the summer programme it is well to mention that it is not advisable to attempt too much. Leave the Scouts a certain number of evenings free. They not only have their cricket, swimming and other recreations, but are also required at home to help in the garden and at other jobs. We have known parents rather resent their sons being continually out Scouting. In town, boys have plenty of opportunities for

learning to swim with the help of qualified instructors.

The winter programme in our Troop includes gymnastics, boxing, wrestling, and running. This provides a speciality for almost every boy, and personal training is encouraged.

In the country the winter plan of campaign admits of less variety than the summer one, though at the same time there are a less number of counter-attractions. But by all means get hold of instructors for gymnastics, boxing, etc., if they are available. In these days it is possible to 'grow your own instructors' on a long term plan, by sending likely senior boys to an Instructors' Course. These courses may be arranged by your Local or County Youth Committee, who would at least have knowledge of whatever courses were available. The great necessity is a club-room, and one that can be divided into two or more rooms is the best. In one room there should be magazines and opportunity for quiet games, and a rule of comparative silence should be enforced. Old magazines are not difficult to obtain from friends (and the most popular as a rule are the weekly pictorial papers) with, of course, the *Scout* and one or two other boys' papers which can be bought out of the funds. The magazines should be put out a few at a time, and when read may be given to the Scouts to take home. The frequency of change will be regulated by the supply; but don't let the Scouts have access to your whole stock. Books suitable for boys can generally be got at spring-cleaning time if you get the vicar or minister to mention it in the parochial paper or magazine. These will in time form a lending library, which will be popular. Make no charge for the loan of a book for the first fortnight. A fine may be imposed for a book kept a week or portion of a week longer than this. The magazines and lending library can be put in charge of a Patrol Leader. In the other room more freedom may be allowed. Bagatelle, billiards, darts, table tennis, boxing, and strenuous games will be the order of the day. Let the Scouts thoroughly understand that they are racketing about with your sanction and it will be all right. The root of discipline is to let them understand clearly where and when they may be noisy. Where only one room is available it is a good plan to begin the evening with about twenty minutes' active games; then have about an hour's quiet, followed by boxing, gymnastics, and vigorous games.

No charge should be made for the use of games' apparatus, if you are fortunate enough to possess some.

Some Troops like to run a Tuckshop. Biscuits, 'Crisps', chocolate and minerals are popular and yield a satisfactory profit. They have the advantage of being easy to store.

Of course the programme of the club will be varied at the discretion of the Scoutmaster. Instruction in Scouting and for badges, sing-songs, gramophone records, preparation for entertainments, will all have their turn no doubt. The club should be opened as many nights in the week as possible. This will not mean necessarily that all the Scouts will be present on each evening it opens. There are evening instruction classes, choir practices, and a host of things to take up the evenings. If, say, two nights only are allowed for club or Scout meetings, you might hit on two days in the week on which it is impossible for certain boys to come. Of course a lot will depend on the staff of helpers you have at your disposal. Arrange with your Scouters to take a certain night each in the week. Men friends, too, are often willing to help in club supervision; but don't open the club unless you are certain of a responsible adult being in charge. Patrol Leaders may be excellent as helpers, but it is unfair to give them the responsibility of entire supervision. Detail off a Patrol Leader and Second every week to be responsible for clearing up on club nights, and make them understand that any night on which they are on duty and unable to be present they must delegate the work to a deputy. We have found this plan work better than putting a Patrol on duty, as it gives a more definite responsibility. Of course, when necessary, Scouts can be pressed into the service to help the Patrol Leader and Second.

The time of opening and closing the club will depend on the work and circumstances of the Scouts. Each Scoutmaster will decide this accordingly. In the country some boys have a long way to go home. It is better to err on the side of a too early rather than a too late dismissal, at the same time taking into consideration that it is not advisable to turn the boys out with a good deal of time at their disposal. As a general rule in the country Scouts under 15 may be dismissed at 8-30, Scouts over this age at 9. In towns these times might be made half-an-hour later in each case. Individual

cases should be treated separately, as, for instance, when a boy lives a long way off or when his parents have expressed a special wish on the subject.

There must not be too many compulsory meetings, but Scout Headquarters or Club should be open for some specific, organised purpose every night in the week, else some boys, will have nothing to do but hang about the streets and possibly get into mischief of some kind.

Another thing that we find most useful in every way is a workshop, organised by two of the Patrol Leaders—one Senior and one Boy Scout under the supervision of an A.S.M. Every boy who wants to join has first to pass a test in the care and use of tools. They undertake our running repairs and organise the toy-making and repairing part of our Christmas Good Turn.

Appoint a Scouter or outside helper to act as Hon. Secretary of the club. He will arrange games, tournaments, and supervise things generally.

Evening classes are sometimes a problem for Senior Scouts. It must be remembered, however, that they are a great privilege for the boy, and it is up to him to make the best of his powers, and to learn to use them for his advancement, and the benefit of those who will be depending upon him as he grows older.

There is the tendency for the boy to drift away from his Troop, once the tie has been broken by his attendance at evening classes.

Some Education Authorities and many of the local Principals of Evening Institutes have been more and more sympathetic during these past years. The ideal imposed by the Education Act of 1944 is that all supplementary education between the ages of 15 (eventually 16) and 18 shall be during the day-time, during what would otherwise be working hours.

It all points to the necessity for close liaison between Scouting and the Education Authorities. It should be one of the Group Scoutmaster's many jobs to watch this at District Level, to see that the Scout Movement is represented on the Local Youth Committee and to see that his Group co-operates as far as possible with that Committee and the Youth Organiser.

A few remarks here may not be out of place on a question

which is sure to crop up sooner or later.' Please, sir, may we have a football club?

Boys are very fond of football, and it is no doubt a game which tends to develop pluck, resource, and comradeship. At the same time many Scoutmasters hesitate to introduce it into their Troops. Football in a Troop has its advantages and disadvantages, its pros and cons. In its favour is the fact that it supplies a recreation which the Scouts like, and which if not supplied they might go elsewhere to obtain. On the other hand, football is not Scouting. In towns football often has to be ruled out of court on the score of expense, a suitable ground in the vicinity not being obtainable.

Organise a football club if the following precautions are observed:—

- (1) Have at least 20 Scouts in the Troop. With less than this number the difficulty of raising a team is a constant bother.
- (2) Allow no 'outsiders' to play, unless as substitutes when short. Scouts are rather fond of introducing friends to strengthen the team, to the great dissatisfaction of the members crowded out by their introduction.
- (3) Don't allow the Secretary or whoever is responsible for arranging the fixtures to have a match every Saturday. Insist on at least two Saturdays in three being left free for Scouting activities.
- (4) Try to arrange that a Scouter is present when a match is played.

A football league seems to have the following points in its favour, though we cannot write of it from experience:—

- (1) It makes the players keener; enthusiasm is kept up right through the season.
- (2) Scouters can meet and arrange fixtures, thus saving much correspondence.
- (3) It restricts the players *ipso facto* to Scouts only.
- (4) It is often a means of bringing Troops into touch with each other, thus helping to break down that sense of isolation which is often felt by Troops in country districts.

If a league is formed in a district where the Troops differ considerably in strength, two or more may be allowed to

amalgamate and form one team. Some districts run a football competition, wherein all entering Troops compete solely for the glory of the competition and without any sort of trophy or medal. The only record of the final victory is hidden away in the report of the organising S.M. to the Executive Committee of the district. It is run quite informally, without any registration of players, without fee, and without any definite match ground, except for the final match. Yet it provides good sport, hearty and healthy competition, Troop intercourse, and takes only three or four weeks to decide. Whatever games of this kind you organise for your Troop, you will be well advised to consider only team games.

The expense of a ground may often be minimised by an arrangement with the local football club. Approach the Secretary and find out from his fixture list on what dates the ground is disengaged. Then for a nominal sum per match the ground can often be secured for the vacant Saturdays, thus saving you expense in the way of goalposts, marker flags, etc. Don't charge an extra fee to the Scouts for football, and don't form a committee of Scouts to manage it. We think it will invariably be found that sub-committees of boys for any purpose are a failure. Many Scoutmasters will agree, we think, that in all cases where details have to be relegated to boys it is better to put the work into the hands of one, leaving it to him to get others to co-operate, rather than making, say, four or five responsible. So detail off one P.L. to manage the football club, with you or another Scouter to help and advise him.

With Senior Scouts the problem becomes urgent. Many of them will have left school and they will miss the organised games which they enjoyed at school.

For them, football and other games should be a part of the programme. It is well if you can get an enthusiastic amateur to coach them. Probably there should be another to arrange the matches and/or help them with the business side of the matter, though Senior Scouts should be encouraged to do as much as possible for themselves.

But football, cricket, hockey, Rugger are not the only possible team games. Lack of numbers or scarcity of sports grounds within reasonable distance in a crowded city, can be overcome by inventing team games of your own, like:—

Blood Handball.—Teams of five. No passing back. One hand only to be used. Ball not to be raised or thrown above knee level. No other rules. A most strenuous game. Five minutes each way is enough. Use a medicine ball—or anything.

Touch Down.—Rugby or soccer ball. Teams of five. Ball to be touched down over the line of the playing field or at the junction of floor and wall at either end of a room. No other rules. The smaller the space, the more need for speed.

The method is to work up two teams and give a demonstration at some District gathering. Then issue challenges to other Troops. You will very soon work up enough enthusiasm to provide a demand for a District Competition which will help to fill the short winter afternoons.

In our winter plans of campaign, when weather permits, as much outdoor Scout work as is possible will be carried out, but with the days very short, and weather unfavourable, much of the programme will have to be carried on indoors in 'winter quarters'. Interest in Scout work in the winter is sometimes hard to maintain among the Scouts, so have plenty going on with as much variety as possible.

CHAPTER III

ANNUAL EVENTS

ANNUAL events, that is to say, items on our programme of special interest to the Scouts and Troop supporters generally, go a long way towards fanning the flame of enthusiasm. They form stepping-stones for getting through the year's work, and, as these special occasions often involve a good deal of preparation, they help in the making and variation of our programmes. We think four such Troop events might have a place on our programme, and propose to say a word or two from experience about each.

Camping is more difficult in these days, but it is so worthwhile that you cannot be said to run a Scout Troop properly unless you include, not only an annual camp, but as many week-end camps, summer and winter (at least for Senior Scouts), as possible.

Whatever else you may have to throw overboard, don't eliminate the camp. When? Where? How long? will be questions of expediency, but have *something*. The camp is looked forward to all the year, and is one of the best means of getting to know your Scouts. Arrangements for camp should be made some time before the actual date of the camp as suitable sites are often booked a long time in advance and also because some of the Scouts have to get special time off and perhaps have to fit in their holidays with other people. No doubt the time of the camp will be largely regulated by the Scoutmaster's own holiday, and by the time when he is able to get away. As soon as this is known, first, ask your District Commissioner whether you may camp. Ask whether there is a list of suitable camp sites in the area which you propose to visit. If you are wise you will have studied 'Camping Standards' (I.H.Q.) during the winter. You will now decide whether to ask your D.C. for a Camping Standards Certificate. Many sites for Scouts' camps can be got free of charge, but in some cases a fee has to be paid. There are I.H.Q. camp sites and County (Scout) camp sites.

When you have settled on the place, and before making final arrangements, go down and spy out the land. Note carefully the wood and water supply, the proximity of the shops, the residence of the nearest doctor, and especially by the sea or riverside, the safety of the bathing. Call on the clergyman or minister of the church which you will attend during your stay.

Wood is an important consideration. Try to arrange your visit early in the year before the trees are lopped. Some local landowner, farmer, or tradesman, will arrange to have some faggots and logs stacked for you. If you neglect this, you may find yourself faced with a woodless camp, where you are forbidden to forage, and where you can only obtain small supplies at heavy cost.

However flourishing your Troop exchequer may be, it is desirable that your Scouts should pay a share of the expenses of the camp. What this sum is to be will depend upon the circumstances of the Scouts and the state of the Troop funds and the whereabouts of the camp.

Don't allow too narrow a margin: have a good reserve of cash in case the bills are heavier than you calculated. If your numbers are very small you can run the camp on the 'family party' plan, and your arrangements can be very simple, and very little organisation will be necessary. But with larger numbers definite plans must be made beforehand, and the camp worked by a definite scheme. The catering to be economical must be systematic, and a few rules for discipline are essential with a large number of boys. We daresay that two Scoutmasters would hardly ever run a camp exactly on the same lines, and different methods may bring very good results. But having for many years planned and organised Scouts' camps, we give our method and experience for what they are worth. We will assume we have 50 Scouts, the Scoutmaster, and 3 Assistants coming to camp. For this number you will require seven bell tents; or the like number of 'Scouter' tents. Bell tents are cheaper to buy second hand and easier to hire, but they are very heavy to transport.

There are excellent 'ridge' tents listed in the Scout Shop Catalogue. They are much lighter for transport—an important consideration—and when they are storm pitched are as weatherproof as any bell tent. Prices vary slightly from

year to year and you cannot do better than write to the Scout Shop for this year's catalogue. If you only require tents once a year it is best to hire them, but most Troops nowadays have many more camps than one, and in addition encourage Patrol camping.

The outlay to purchase tents is considerable, but if you want tents very badly you will buy. One or two may be bought by making a special appeal to your friends and supporters. The boys may work for them. The proceeds of the Annual Display will yield at least one new tent each year until your stock is complete. Until then hire tents. Order them well in advance. Appoint one of your A.S.M.'s as quartermaster, and give him entire charge of camp gear and catering. Make up, a week or two before the camp, a list of meals for a week. Repeat the same list for the second week. If preferred a three day's rotation of meals may be used, but it is as well to provide variety for at least this length of time.

Bread. Use 4-lb. sandwich loaves if the baker will make them for you. Five (or more) 4-lb. loaves per day for 30 boys.

Consumption is sometimes irregular. Watch your stocks and vary your orders.

Meat. $\frac{1}{4}$ - $\frac{1}{2}$ lb. each per meal, depending on type.

Order the cheaper cuts.

Stew. 7 lbs. stewing steak per 25 boys if you use plenty of vegetables and dumplings.

Butter. }
Margarine. } 2 oz. per day per boy.

Jam or
Marmalade 2 lbs. per 25 boys per meal.

Shredded Wheat 1 box per 6 boys per meal.

Sausages. Use beef sausages made at the butcher's if you are dealing with a country butcher.
1 lb. per 3 boys.

Bacon. 2 rashers per boy. Order them to be cut into so many rashers per lb. according to your funds.

Soups. Use soup powders. If you use beef cubes and the stock from the stew or the joint, 6 cubes per 25 boys will be needed.

Add onions and grated vegetables.

Potatoes. Order by the half hundredweight. Peel $\frac{1}{2}$ lb. per boy per meal.

Tea $\frac{1}{4}$ lb. per 40 boys per brew.

Use coffee and cocoa as well.

Milk. For breakfast cereal, breakfast tea, and tea, allow 1 pint per boy per day.

Sugar. $1\frac{1}{2}$ lbs. per 25 boys for breakfast cereal, 1 lb. per 25 boys for tea (twice per day), slightly less per 25 boys for cocoa.

Cheese. 2 oz. per boy per meal.

Sardines. 1 tin per 4 boys. Do not serve tinned foods as a rule, but it is useful to have sardines as a standby.

Figs or Dried

Fruit Salads. 1 lb. per 10 boys.

Suet Puddings. 4 lbs. flour and 1 lb. suet will make enough for 30 boys.

Treacle or

Golden Syrup 2-lb. tin for 25 boys.
(for Suet Puddings).

Corned Beef. 7-lb. tin per 30 boys.

Dixies.

For a camp of 50 boys:—

2 for tea. Keep them for this purpose alone.

2 for vegetables.

2 for puddings.

2 for meat.

2 for drinking water.

A few Economical Hints and Recipes.

Use fish twice a week.

Grilled herrings are good food for breakfast or for a main meal.

Cut up and boil as many onions as you can spare—at least one per boy. Throw in enough macaroni or spaghetti to absorb the liquid when cooked (1 lb. to 3 or 4 boys). Add left-over vegetables cut small, tomatoes, mixed herbs, Oxo (one cube for 2 or 3 boys), one slice of bacon cut into very small pieces for each 4 boys, left over cooked meat, tinned meat, tinned salmon (no other sort of fish) or hard boiled egg.

Stir all the time it is cooking to prevent burning.

Serve with mashed potatoes.

This is better with rice.

Spaghetti is a good substitute for rice.

Yeast dumplings are a grand stand-by. Use flour, a little salt and water. Mix to a very stiff paste; Flour your hands and roll lightly into small balls; put into boiling water and boil for exactly twenty minutes. They will swell enormously. Keep the lid of the saucepan firmly closed ALL the time. They will serve for pudding, with jam or syrup or as a fortification for the stew. They are good with butter and sugar.

Jam and syrup go further if you call them jam or syrup sauce, mix them with hot water and pour them over the dumplings.

Damper can be used as bread, of course. If it is served hot with sugar or jam sauce, it makes a good sweet. You can use it as pudding if you make it fairly wet and cook dates or dried fruit in the damper itself.

You can cook it with corned beef or spam and call it toad-in-the-hole for a main meal.

Fish pie can be made with potatoes, like a potato pie, but it is as well to flavour it with onion, some mixed herbs, a little mixed Oxo or Bovril and to use pepper in the cooking.

It can also be made up with rice, spaghetti or macaroni. Boil onions, rice (or substitute) and Oxo together until cooked. Break up your fish and stir it into the mixture. You can add sliced tomato if you wish, a little bacon and/or fat, mixed herbs, pepper or curry powder. Continue boiling until the fish is cooked, not forgetting to stir all the time. Pour into a greased

dish and brown the whole) in an oven, in a dutch oven or before a reflector fire.

Spaghetti and tomatoes.

Baked beans.

Sardines

Roes.

Fried tomatoes.

Scrambled egg.

All make a good meal when served on toast

Stuffed potatoes are quite good. Bake large ones in the ashes. Split them, preserving the skins. Take out and mash the contents with a little butter, a dash of milk, pepper and salt and any scraps of left-over meat or other flavouring. Anything will do. Proved fillings have been made up of cooked haddock, haddock and bacon, bacon, tinned salmon, kidneys, prawns. Try a few experiments. Put the mash back into the halved skins, heaped up, and brown in the manner formerly indicated.

Salads are good if they are made properly. Use white cabbage as the basis, shredded carefully, and not omitting the stump. Mix the usual ingredients:—cooked potatoes, onion, beetroot, a little chopped celery if it is available, tomato, watercress, cucumber, mustard and cress. Grated or shredded raw carrot and turnip are useful additions for filling and for flavour. Cold or tinned peas (with the liquor drained off into the soup stock) or tinned diced carrot are good, cooked haricot beans. Mix with the salad, sardines or salmon or pilchard or prawns. Most shell fish go well with salad. If you have enough cold meat, it is usually better to serve the salad separately with slices of cold meat.

Sprinkle the mixture with salt; add a little sugar, well sprinkled and mixed; add a little vinegar and pour in a little milk.

If you have no salad cream, you can make a sort of sauce with milk, and a little sugar and vinegar.

French toast, that is thick bread toasted quickly on one side, so that the moisture still remains in the bread, served hot with jam spread on the other side (or syrup) makes a good sweet.

Fritters will eke out short supplies of left-over meat. Mix flour, salt, milk or water, and (if you can spare it) a little egg powder, into a thickish paste. Either dip each piece of meat in the batter, or, if you have only a little, mix it with the batter and chance who gets it, and fry it.

This can be done deliberately with slices of corned beef or spam, but in this case, salt should be omitted from the batter.

Cooking fat is important to you. Render down odd cuttings. Clarify all used fat that is left in the frying pan or baking dish, and you can use it again and again.

To clarify fat in camp, just boil it in water and set it aside to cool. When the fat is collected on top of the water, remove it and store it in a clean jar. When the camp is nearing its end, you can make some gravy, mix it with the fat, and have a glorious meal of dripping toast.

Camp Tools. You will need at least two spades and picks, felling axe and two hand axes.

It is well to have a hammer and nails.

Better to have a complete outfit for each Patrol.

Buckets. Four for the kitchen and two for each tent for washing. See that the vegetable buckets do not stray into the equipment of one of the tents. You will not need the tent washing buckets if you can fix up a washing trough with running water.

Candles. Use candle and not oil lanterns. One candle per tent each two days.

Tent Lanterns. One per tent is enough if the kit is kept tidily. Have a good hurricane lantern for your own tent. You will find it useful for dealing with sick cases at night when a light may be necessary. But keep it outside and be content with candles within. An electric torch is useful.

Ambulance Box should contain—

Lint	Adhesive Dressings
Bandages	Plaster
Oilskin	Boric Ointment
Antiseptic	Zinc Ointment
Eye Bath	Castor Oil
Surgical Bowl	Olive Oil
Splinter Forceps	Cotton Wool
Iodine	Splints

Scissors	Sal Volatile
Ammoniated Quinine	Eyeshade
Dressings for Burns	Thermometer
Ammonia	Aspirins

Strong Disinfectant for latrines. This should on no account be packed in the Ambulance Box and should be clearly marked 'Poison' with a Red Label.

SPECIMEN THREE-DAY CAMP MEAL PROGRAMME

	Monday	Tuesday	Wednesday
<i>Breakfast</i>	Shred'd wheat milk, sugar Bacon, bread Marmalade, bread, butter Tea, sugar, milk	Cereal, milk, sugar Sausages bread Jam, bread, butter Tea, sugar, milk	Raw apple Shred'd wheat, milk, sugar Eggs, bread, butter Marmalade, bread, butter Tea, sugar, milk
<i>Dinner</i>	Boiled mutton, turnips, carrots, potatoes Stewed figs	Steak, potatoes, greens Suet pudding, treacle	Stew, dumplings, potatoes, haricot. beans, pot herbs Boiled rice, milk, sugar, raisins
<i>Tea</i>	Tea, sugar, milk Jam, bread butter Cakes	Tea, sugar, milk Jam bread, butter Cakes	Tea, sugar, milk Jam, bread, butter Cakes
<i>Supper</i>	Cocoa, bread, cheese	Soup, bread,	Cocoa, biscuits

Some time before the camp, issue to each Scout a cyclostyled or printed paper of instructions, which would run somewhat as follows:—

BOY SCOUTS'**GROUP****CAMP ARRANGEMENTS for**

The Camp will be held from

....

to

...

at

the postal address will be:—

PAYMENTS

for Scouters and Senior Scouts.

..... for Boy Scouts.

Names and Payments to be given to

not later than

.

Notē.—Scouts joining or leaving Camp at other than the stated times will pay .. a day for food and make their own travelling arrangements.

CAMP KIT*Camp Kit*

To be packed in a ruc-sac.

2 blankets, one of which may be sewn or safety-pinned into the form of a sleeping bag. Pyjamas.

Towels (2), soap, nail brush, tooth brush and paste, hair brush, sponge or flannel.

Enamelled mug and two plates. Knife, fork, spoons, tea-cloth.

General Housewife, plimsolls, running shorts and vest, sweater, spare socks, swimming costume, handkerchiefs, old pair of shorts for camp wear. Mirror and boot brushes should be carried for general use as agreed between the different members of each Patrol. Boots or shoes must be substantial and in good repair. The troop will parade for camp in full uniform, and overcoats or mackintoshes will be carried.

THE FOLLOWING RULES WILL BE STRICTLY ENFORCED IN CAMP

1. No Scout will leave the camp unless he first obtains leave from the Scouter for the day. All Scouts must be in camp by 9 p.m. unless a special extension has been given by the Scoutmaster.
2. The Orderly Patrol will go on duty after tea on the dates indicated on the camp notice board and will remain on duty until after tea on the following day.
3. There is to be no bathing except in the presence of a Scouter, who has made arrangements for the swimming and shore Patrols and for the complete observance of rules.
4. Meals will be served as follows:—Breakfast, 8 a.m.; dinner, 1 p.m.; tea, 5-30 p.m.; cocoa and biscuits, 8-45 p.m.
5. There must be silence after lights out.

Note.—Any Scout feeling unwell should immediately report himself to the Scoutmaster.

S.M.

Send your preliminary order to the local shops, or get your quartermaster to do so about a week before the camp, so as to make sure that the goods will be in stock. It is better to deal with the local shops. It makes for goodwill and the local tradesmen will be wonderfully helpful. Ask for a few packing cases at the same time. They will be useful for your 'grub tent.'

The night before starting for camp there will be a general packing up at headquarters. If you are travelling by rail you may find it best to pack the boys' blankets in clean sacks

in which case you may order the rest of their kits to be packed in packs or ruc-sacs. If you are hiking with trek carts, however, it is best to have the whole kit packed in ruc-sacs. Don't let the blankets get wet.

Pots and pans can be put one in the other and travel as they are. Label everything carefully if you are travelling by rail.

Your first-aid box is most necessary. See that it is replenished and ready to provide for any ordinary accident.

Your quartermaster will take sole charge of the baggage and leave you free to see to the tickets and other details.

Display a plan of the camp on your headquarter's notice board, and allot the Scouts to each tent. If you have to mix two Patrols, let the tent take the Patrol name of the majority, but place the senior of two Patrol Leaders in charge. In a central cooking camp the tent leader will be orderly cook for his tent's day of duty, the assistant cooks will be two or three others of the same tent, and the remainder will do kitchen orderly work. The quartermaster will oversee the cooking and kitchen work, giving orders only through the orderly cook.

It is much better to camp and cook entirely by Patrols.

No one except the quartermaster and orderly cook is allowed inside the grub or stores tent.

All this information should be posted up on the headquarters notice board on the night of the great packing, and then transferred to the camp notice board.

You will need to appoint a Scouter for each day if you have enough assistance. Otherwise you must let it be understood that his duties devolve upon the senior Scouter in camp.

The duty of the orderly Scouter will be to superintend the cooks and make arrangements for the meals, to give leave of absence from camp, organise the bathing, and call the roll at night and report any absentees to the Scoutmaster. He will also read prayers in the absence of the Scoutmaster.

It is a good plan to have a Patrol Leaders' camp in the early summer. Seconds may be invited too if necessary. If your Troop is a new one, concentrate on cooking so that they may know what they are doing at the summer camp. Otherwise, this P.L.'s camp is a splendid opportunity for you to

yarn about camp essentials, and to help them to lead their tents at the great camp of the year.

Your quartermaster is a wonderful fellow. He can make or mar your camp. He will be your insurance against careless or ignorant cooking. If you have not served as quartermaster yourself it would be an excellent thing if you were to undertake that duty in person at your first two or three camps. It will keep you busy, but it will help you to understand and to set the standard of good quartermastering for your Troop.

On the last night before camp, have a straight, plain yarn on camping with any boys who have not been to camp before. Talk especially about:—

Cleanliness.

The use of the latrine.

How to sleep comfortably.

Camp rules.

Reporting sick.

Do not forget to see that they know how to make their beds properly.

Insist on the reporting of every minor accident and illness, so that they may be treated at once and not allowed to grow serious. Let your personal and camp inspections be very rigorous.

Watch the younger boys very carefully. Occasionally there is one among them who suffers misery from homesickness at his first camp, when a few quiet words of sympathy would set everything right. When you find such a boy, take him away quietly to a place apart, so that he may burst into tears without shame at your first word of sympathy. When you have cheered him up, set him some little task to do for you personally. He will like doing it, he will regain his normal poise, and within half an hour or so he will be as happy as the rest of them. Moreover, you will be established in his confidence for ever.

Encourage Patrol week-end camps, but we have found it wise to permit no more than one per month. Otherwise the Troop work during week-ends and the observance of Sunday are broken up too much. One or two Troop week-end camps should be arranged during the summer if possible.

Hike camps are much to be encouraged. Kit has to be reduced drastically. A good tent to use is the dual purpose

hike tent which is obtainable at the Scout Shop. The Scout Shop list should be consulted for suitable hike tents or Scouts of ingenuity may be able to make their own tents. Before a hike camp see that the boys really understand the care of their feet. Inspect both feet and shoes before and after each day's trek. Soap rubbed on the inside of the socks, boric acid powder dusted over the feet, methylated spirit rubbed into the feet are all good methods of preventing blisters.

(2) **Sports and Fete.**—This is a very popular event and one quite suitable for a village or country town. It is not only the means of interesting a large number of residents in your work, but also, if the clerk of the weather is in a good humour on the day, it will mean a substantial help to your Group exchequer.

The sports and fete may be run somewhat as follows:—Approach the secretary of the local cricket club as to whether the committee would allow you the use of the ground for holding a Scouts' fete. He will probably press for details, having in mind the amount of damage the affair will be likely to do to his 'pitch'. Make it quite clear that the 'pitch' or centre of the ground, will not be interfered with, and that you are willing to rope it off and have a guard on the ground specially to protect it. The secretary will also ask you when you propose holding the fete. Bear in mind that there is more chance of getting the ground latish in the season, say the middle or end of August, when the cricket week is over and the bulk of the best matches played.

When an ordinary field is used, a good time to fix is directly the hay crop is carried.

Having secured the ground and fixed the date, gather round you about four good men and true to help you run the show. Ask the man who lends the ground to make one. The programme will naturally divide itself up into two parts—sports and displays in the afternoon, amusements in the evening.

The sports are easy to manage. Sketch out the races in classes according to age and make a Patrol Leader responsible for taking the names of competitors. Have one or two events open to visiting Scouts. The usual Scout displays will have their place in the programme, and neighbouring Troops will oblige perhaps by doing a 'turn' or two.

Two popular events, both to Scouts and spectators, are a

football match in sacks and a pillow fight on a pole. Get your committee to leave the sports programme to you, then you can look to it that it is not dull. Get a local resident or prominent Scout official to come and distribute the prizes.

The prizes need be neither numerous nor costly. Articles of equipment likely to be useful to the Scouts in their work will be appreciated and do not cost much. But instead of prizes for individuals it is much better to have tokens for which Patrols may compete. Make a rule that competitors must wear Scout uniform, with kind of shoes optional.

Besides the sports there will be a fete. This will take place chiefly in the evening, and will add considerably to the takings at the gate. The committee of men helping you will doubtless take much of the detail off your hands; in fact, it is a good plan to get each one to be responsible for certain items.

Now, of what shall the fete consist? Sometimes the plan is adopted of letting the ground to a showman, who will bring his roundabouts, coconut shies, etc., and will pay a fee for the privilege, while you take all the gate receipts. This plan has to recommend it that the roundabouts assist the gate a lot, and also that you get a certain sum whatever the weather may be. We have tried both plans, and think it is better to manage the fete entirely 'on your own'. The local band may be engaged for the evening, and an enclosure made in a corner of the ground for dancing, to which an admission charge may be made. Friends can often be found who will run half-hour concerts, which will attract a good gate. A coconut shy brings in a nice profit and with a little ingenuity and the aid of a tarpaulin, a 'pitch' can be easily rigged up. The coconuts should be bought on sale or return conditions. A hoop-la is a never failing source of income and amusement. We have seen a very effective turn given by Scouts at an evening fete. The Scouts were drawn up in a long line, each Scout with his staff, on which was a lighted Chinese lantern. To the accompaniment of a band they performed a maze march, which was much appreciated.

Illuminate the ground. Fairy lamps can generally be borrowed pretty easily, and are not a great deal of trouble to put up. Under supervision, the Scouts can do this. In putting up illuminations of this sort it is better to concentrate them, say, round the pavilion, than to try to cover too large

an area. They will then effectually light up the concert or dancing space.

Of course, many other items will suggest themselves to Scouters and their helpers. We are only mentioning one or two items which we have seen actually tried. It is a good plan to have an enclosure roped off for the afternoon sports, to which an extra fee may be charged. Afternoon teas should be sold in the enclosure; get some ladies (parents if possible) to undertake to look after this. Outside the enclosure there should be a tea tent, run on the coffee stall principle, with tea at so much a cup, and bread and butter and cake, etc., at so much a slice. Minerals and sweets may also be sold there at a profit. This stall will very likely do a roaring trade among the Scouts and other juveniles present. We have seen a stall of this kind managed by some of the Scouts' mothers, who worked most enthusiastically and successfully at it. The minerals and sweets should be bought at a cheap rate on sale or return conditions.

Sometimes a cycle enclosure is run where bicycles are stored. This should be put in charge of a thoroughly reliable man, and, as a safeguard, a placard should be prominently displayed to the effect that the committee, though taking all reasonable care of cycles left in the enclosure, will not hold themselves responsible for any damage or loss.

With regard to getting voluntary helpers, it is best to get one to take charge of a thing and leave him to select his own helpers.

(3) **A Winter Entertainment.**—The annual display is usually the great social event and money-getter of the town Troop. It is worthwhile to give it much thought, because it provides most people with their only idea of the kind of work that Scouts perform.

This is much easier to arrange than an outdoor show, and you don't have the question of weather hanging over your head, Scout entertainments are always popular, and there is usually no difficulty in getting a full 'house'. In mapping out the programme the question will naturally arise as to how much is to be done by the Scouts themselves. This will depend on the size of the Troop and the talent contained therein. Don't overburden the Scouts. To appear on the 'boards' is for an ordinary boy somewhat of an ordeal, his memory is then often a

doubtful factor and apt to fail at the critical moment. A good programme will consist of one Scout display, one Scout sketch, and the rest will be songs, etc., by outside adults. In large Troops, or where help of outside Scouts is available, more may be attempted by the boys; but the motto of 'little and good' is the best. In our Troop the whole display is given by Scouts, and sketches and plays are rather a rarity. Songs by outside adults are never given. Bridge-building, transport work, burlesques, and camp fire sing-songs are hardy annuals which your supporters will not permit you to drop.

Let your assistants each look after the preparation of one or more of the important items. The Patrol Leaders can undertake short displays of various kinds of Scout work provided that you think out the idea for them. See to the production of the great event of the evening yourself. Oversee everything, but do not interfere with your assistants. Intersperse serious items with plenty of fun. Make a Patrol responsible for the provision of interludes—informal two-minute playlets—to be rushed on in the intervals between the items on the programme while the 'properties' are being shifted, and while the next performers are getting ready. This is an important thing, because nothing spoils the average display more than long pauses between the items.

Be careful of such items as ambulance work and signalling. They are deadly dull to the audience. Make them short, and make them appear to have some real purpose.

Make the Scout display as dramatic as possible. We mean, for instance, if it is a first-aid demonstration, don't stand up the Scouts like so many dummies to be bandaged, but give the display a realistic touch by having scenes of the accidents actually happening. For instance, say, a broken leg. A boy (not dressed as a Scout) will walk across the stage peeling an orange and throwing the peel on the 'pavement'. Enter a Scout disguised as an old gentleman—he slips on the peel. Arrival of Scouts, who render first-aid. A little ingenuity will easily suggest other scenes of a like nature. A display given like this will show the usefulness of the Scouts, and also be attractive to the audience. A good turn, which we have seen worked, and which went well, is a display of 'How not to do it'. For instance, a person is represented as having fainted. Sympathisers crowd round. Arrival of Scouts, who

form fence and resuscitate the person. The point we have been labouring above is: Give your display as realistic a setting as possible. Think out your display six months in advance. Begin your practices not less than two months before the great day.

If you decide on a sketch: The first essential is knowledge of the words. Insist on no books being used after the third rehearsal. Scouts are immensely keen on acting, and there is usually a good deal of competition for parts, so the producer can afford to rule with a rod of iron. Scouts as a rule have not much initiative or imagination in acting. They have to be shown exactly what to do and how to do it; then they will imitate it fairly well. One sees so many sketches done by Scouts, and for the matter of that by other people too, which fall decidedly 'flat', owing largely to the fact that the business and detail which make the sketch go have been left too much to chance and to the inventive faculties of the performers. A painstaking producer is a *sine qua non*. So, if you don't feel equal to taking over the duties yourself, get someone who has had experience of such work to take the job on. Leave nothing to chance; everything must be cut and dried so that all the performers know exactly when and where to come on, what to do when they are on, and when and where to go off. Care all the way through must be taken that the play shall not 'drag' and business must be invented to prevent it. The scenery, stage properties, and wigs can all be made by the Scouts. For the latter a little crepe hair of assorted colours and some wire and spirit gum will make all you want.

Theatricals are great fun to the Scouts and help to fill up the long winter evenings. Scouts not taking part will enjoy looking on. You will probably find that there is a tendency to lark about a bit at rehearsals and to treat the affair rather as a joke at first. But this will soon die down when the boys see that you mean business and expect them to do their best. If you have a Scouter with histrionic ability get him to take a part in the play. The presence of an adult will give the others confidence. The prices charged for admission will depend on local circumstances and on the kind of audience you expect to get, but if possible have a good number of seats at popular prices. The boys' parents and friends will want to come, and

perhaps to bring children. If the seats are expensive it mounts up a good deal when there are children to pay for. If room is not very limited, each Scout may be allowed two tickets at half-price for relatives.

(4) **The Christmas Party.**—This is referred to in some Troops as the 'Bust up'. It is looked forward to immensely and is quite easy to arrange. Approach the mother of one of the Scouts who is keen on the work and get her, with the help of friends, to manage the catering. Or entrust this task to your quartermaster who will enlist the co-operation of a friendly refreshment contractor and the caretaker of the school or hall. The boys will contribute home-made cakes for which they will have pestered their mothers. The refreshments will consist of cakes, lemonade, oranges, nuts, etc., and will not cost much. Then get hold of a man who is good at organising indoor games (there is generally one to be found in every parish), and get him to draw up a programme, so as to keep the pot boiling the whole evening. Or better still, entrust this to another of your assistants and thus keep the organisation in the hands of the Troop. The key to a successful party is to have plenty going on, and the 'master of the ceremonies', if he knows his work, will see to it that there are no pauses in the programme when anxious consultation goes on among the helpers as to what to do next to fill up time. It is well to have rompy games, such as musical chairs (if the chairs are strong), twos and threes, country dances, etc., interspersed with songs, recitations, and other items of a peaceful nature. A good turn is a game of 'Follow my leader'. It is played as follows:—Chairs are dotted about the room, the Scouts take off scarves and join up by taking hold of each other's scarves. The leader then sets off, slowly, winding in and out of the chairs, all the others following. With a skilful leader great fun is caused, and it also makes a pretty spectacle. Intervals of quiet interspersed among strenuous games are a good object lesson in discipline, and show that the Scouts though enjoying themselves are well in hand. Your O/C entertainments will sometimes arrange a minstrel troupe and will always have a full evening's programme of games and songs and food mapped out.

Your own job is to make everybody welcome, to talk to the parents individually, and if necessary to speak to them col-

lectively, when you may seize the opportunity of pressing home some special scheme or ventilating some particular grouse. Uniform will of course be worn by Scouters and Scouts.

Now, whom shall we invite to the 'Bust up' besides the Scouts? Parents, undoubtedly. Put a notice on the order board that Scouts wishing to bring parents to the social must apply to you for a ticket by a certain date. The ticket need only be a card written and signed by yourself. This will give you some idea of the number to expect. If funds are low you can charge for each parent's ticket, though it is better to make them free if possible. Then, if your room permits it, invite the sisters of the boys and a few other girls. Don't adopt the plan of each Scout being allowed to bring a girl, but invite them individually yourself, or if you don't know the girls in the neighbourhood, get one or two of the Scouts' mothers to invite so many each. In our own case, we do not invite girls especially; but we rely upon the requests for invitations that are made before a certain specified date. These are all included in the one family invitation card, and we always find that the boys's sisters and the younger mothers provide a sufficient balance of the sexes.

The games are as a rule much easier to arrange with both girls and boys taking part. Begin the social at 7 and keep it up till 10. Invite the outside supporters of the Troop. They like to see the boys enjoying themselves, and the evening is such a success as a rule that it provides convincing evidence to them of the worthiness of the cause which they are supporting. A good time of the year to hold the social is as early in January as possible. The room will of course be made to look as festive as possible with flags and evergreens. Any inter-Troop or inter-Patrol trophies gained during the winter, etc., may be distributed at the social. Have the interval for refreshments a little past half-time. The visitors will, of course, be served before the Scouts. Have as little speech-making as possible. A short vote of thanks at the end to the helpers will suffice.

(5) **District Events.**—These are of many kinds. Sometimes they tend to press too heavily and to occur too often for the happy continuity of your Group programme. Remember this when they are first mooted. You have your voice in the counsels of the District, and should vote for or against the

proposed event, according to your judgement. Don't let it pass by default and grouse about it afterwards.

When such an event is decided upon, see that you and your Group fulfil your allotted parts loyally and thoroughly. Get for yourselves a reputation for reliability. Do your best to make it a good show and try to make your part the best in friendly rivalry with the other Groups. A District show must be a good one, and its excellence will reflect back to the credit and advantage of your Group.

(6) **Traditional Events.**—These are your own, part of the tradition of your Group and things which are talked about and planned from year to year. They will grow up as you build the traditions of your Group. Be careful about this. Admit nothing that is simply silly or, if it is just ceremonial that is elaborate or meaningless.

We hear of one New Zealand Rover Crew which has a solemn meeting in absolute silence every year at about St. George's tide. The silence is broken by the R.S.L. alone, who reads from some four foolscap pages of notes, instances of the sort of practices which occur in general life (like betting, football pools, the selling of doubtful goods, selfish acts, discourtesies, etc.), which seem to him to be called for by his observation as he goes about his daily round, with the application of the Scout Law to each of them. He asks them at the end of each instance to question themselves as to their attitude to this particular practice, and at the end of the evening, to consider whether they are still able to pledge themselves to live according to the Scout Law. Our informant said that each annual session of this kind was apt to produce a few resignations!

This seems to us to be the wrong approach altogether. The R.S.L.'s job is to be helpful individually, and not merely destructive of any helpful influence upon those who may be below a certain standard. On the other hand, we have in our own Group an annual event which seems to us to be good. The Christmas Good Turn, itself an annual event which is planned in detail from somewhere about October and contributions towards which go on throughout the year, culminates in the afternoon of Christmas Eve. It is celebrated by a 'Boar's Head Supper', which takes place in the early evening so that even the post-supper feeding is over more than four

hours before midnight. In these days there is no boar's head, but sausage and mash is a fair substitute. The 'Boar's Head' is escorted in with the Boar's Head Carol. Incidentally, an ordinary pig's head serves the purpose very well and is comparatively cheap meat. If you haven't tasted it, you will be surprised to find how good it is. It should be roasted with a peg in the mouth so set as to produce an artificial snarl. When it is done, insert artificial tusks of wood (in the snarl corner), set a lemon in the open mouth, allow it to cool and cover the whole with gelatine. Serve cold. A normal head is enough for thirty.

After supper we have games—traditional games. Then there is some carol singing, followed by yarns. Ghost stories are always in demand at this season. Then follow quiet talking round the fire and a short preparation for Communion. After that we clean up and go to the midnight mass. Those who stay throughout the evening have to bring special permission from their parents.

We are an open Group, but most of our boys belong to the Church of England and go to the same church.

Then our investitures (of Church of England boys) are always held in Church. The Troop Room investiture ceremony is used for those who do not belong to the Church.

- Another pleasing traditional event is a post Communion breakfast on great days. It is a very useful institution in the sort of neighbourhood where the custom is to 'have a lay-in' on Sunday mornings and not to serve breakfast until the rest of us are thinking about lunch.

CHAPTER IV

DISCIPLINE

GOOD discipline is such an essential factor to successful Group work that any remarks on the subject of methods and organisation would be incomplete without some reference as to what to do and what not to do to obtain it. By good discipline we mean that the Scouts shall be under firm control without the enforcement of unnecessary and cumbersome rules. A good disciplinarian will know instinctively where to put the screw on or where to relax it. Let the root idea of your discipline be positive rather than negative. In other words, to influence the boys to do right rather than to prohibit them from wrongdoing. Now, the first essential of discipline in a Troop is sympathy. Try to get the whole Group, Scouters and boys working as a harmonious whole; let the boys see exactly what your discipline is aimed at. If it is of such a kind that all can see that the good of the Troop is its object, the enforcement of it will not be difficult. And then much can be done individually to create sympathy between yourself and your boys. A few kindly words will often go much further than you have any idea of, and will do a great deal towards enlisting a boy's co-operation. It is here that discipline will be at its best—the Troop well under control not from compulsion but from motives of trying to please one for whom they have respect and regard. Discipline is discipleship. You will reveal yourself if you do not pose and, if you are the man I suppose you to be, the boys will follow you and model themselves upon you, at first because they hero-worship you—you must face this fact and take it seriously. and live up to the challenge—and then, when this glamour has faded, because you are their intimate friend.

The most valuable part of our work as Scouters is to be done individually rather than collectively—to the boy rather than to the Troop. And then, secondly, we must be absolutely

just in our dealings with the Scouts. It is very hard not to have likes and dislikes—some people we like, others we seem instinctively to dislike, and it is much the same with regard to boys. But don't show this in any way in your treatment of them. Any kind of favouritism is absolutely fatal to good discipline, and is the deathblow to the maintenance of respect from the Troop. And the same remark applies to your dealings with your Assistant Scoutmasters. Don't take one into your confidence more than another, unless for some special reason. As time goes on you will, very likely, be placed in a position of peculiar responsibility for some boy or other. In all such cases you will do well to have a straight confidential talk with the boy, to acknowledge the peculiar circumstances, and to let it be understood between you that you will expect more and not less from him in consequence. The boy will appreciate this and will back you up.

And here we would add a warning with regard to men who assist in work among boys. Many of them join in the work from a genuine and earnest desire to help them on both in body and soul, to make them better, more manly, more self-sacrificing, more God-fearing men. But alas! we sometimes hear of men who have joined in the work from motives which are unutterably base. Watch that man carefully who is continually seeking the society of a few particular boys, who takes them out and 'treats' them, and who shows a marked favouritism to some and almost ignores others. His motives may be perfectly pure and good, but, on the other hand, it may be a danger signal to which it is your bounden duty to give heed. Our word of warning will also apply to the man who comes along to help and does not want a warrant. In short, the credentials of all newcomers to the work should be carefully scrutinised. Headquarters gives us a very definite lead in this respect in its rules for dealing with applicants for warrants and in its insistence on a thorough investigation into the character and previous history of all who seek admission into the Movement. The D.C. should be immediately consulted when any offer of help is received.

And then a third element in our discipline will be 'definiteness'. Be definite in what you order to be done. That will mean having a few rules, which you will insist on being carried out; but don't be fussy. Over-government is as undesirable

as under-government. Never make a rule if you are doubtful of being able to enforce it. And this factor of 'definiteness' will include avoidance of what might be called 'collective reprimand'. When a Troop shows a want of general discipline Scoutmasters sometimes try to remedy it by calling the Scouts together and giving the whole lot a lecture. This does very little good as a rule, because what is everybody's fault is looked on as nobody's. It is much better to wait till you can spot the chief offender, and then administer a public or private 'wiggling'; or, what generally answers best, a few words 'more in sorrow than in anger'.

We must bear in mind, too, that discipline generally is the result of what we do not do, rather than what we do. What influences a boy is the reserve at the back which he can't measure. So often the quietest and most reserved men are good disciplinarians. If you watch a skilled schoolmaster teaching a class you will notice that he gives few orders; refers little, or not at all, to the question of order, and yet has the class well in hand. Why? Largely because he has a reserve at his command, a force which inspires awe because it cannot be measured. But the noisy man, expending as it were all his ammunition on the air, may for a while command obedience, but after a while this wears off; he has no reserve of power; he is like a soldier who has shot his last round of ammunition. So let your enforcement of discipline be of the nature of a reserve capital on which you will draw as sparingly as possible. Of course there may be occasions when you will have to let yourself go, but let these occasions be very few or the outbursts will lose their power.

Disciplinarians are for the most part born and not made, yet much can be done by the exercise of commonsense, and also by watching and taking note of the methods of men able to keep good discipline.

We will now consider a difficulty which often comes along even in the best regulated Troops. The work is going on swimmingly, the boys are keen, and the Scoutmaster thinks his Troop is quite a going concern, and all seems to promise well, when suddenly a reaction sets in. Some of the Scouts lose their keenness; this infects more, the work languishes and what has been called a 'crisis' is reached. This so often happens that we shall not attribute it to faulty management

on the part of the Scoutmaster as much as to the natural sequence of events. The cause of the 'crisis' is no doubt this: When a Troop is started it gets a somewhat artificial impetus from its novelty. A number of boys join it impelled by a wave of momentary enthusiasm. After a bit the Troop sinks to its normal level. This means a diminution in the ranks, and often causes a panic among those in authority, and a fear that the Troop is on the verge of collapse. But a Scouter who has had previous experience of boy work will be prepared for the 'crisis', and it will not discourage him. In fact, we think Scout workers will agree with us when we say that when once a Troop has settled down after this reaction it gathers renewed strength, and the 'crisis' seems to draw together more closely the 'survivors'. The 'crisis' may be minimised by using discretion in enrolling recruits, and by making them go through some kind of probation before having their names placed on the roll.

Now, although the 'crisis' need not dismay the Scoutmaster and does not spell ruin to his work, yet when it does come it requires careful handling. The signs of it are unmistakable. Scouts drop out without giving you notice of their intention to leave, the meetings are poorly attended, the number of badges gained shows a decided decrease. Now, what is to be done to deal with the situation? Some Scoutmasters advocate a drastic clear-out of the 'slackers'; others would try to persuade them to take more interest in the work. Others, again, would call the Troop together and harangue the Scouts at some length. The best plan is to adopt none of these methods. Say as little as possible about the difficulty to anyone. Go on steadily with the work, taking into your confidence the most reliable of the Patrol Leaders. Fan the flame of their enthusiasm, get them to go to work quietly among the keener Scouts to keep them together. Don't appear to be disconcerted if boys leave. After a bit you will be left with a nucleus of good Scouts, and this will be the foundation often of some of your best work. After you have weathered the storm, organise something which will involve preparation by the Scouts, and afford them an interesting object to work for; then do a little quiet recruiting and the Troop will gradually attain its normal strength. The reaction or crisis often does a great deal of good by knitting together the

survivors as a basis on which to build up your Troop. So our advice is: Don't be dismayed when the crisis comes; don't talk about it but try to meet it quietly and without fuss, and if you do blame anyone, blame yourself, though probably you don't deserve it.

CHAPTER V

THE SCOUTER—HIS QUALIFICATIONS AND METHODS

THE foregoing chapters of this little book have been written from the point of view of the Scoutmaster and the Troop alone. It has been assumed also that the Scoutmaster is the founder of his Troop. This, we suppose, will be less and less the case as time goes on: but we shall continue to write these hints from that point of view, knowing that the Scoutmaster will modify them according to his own experience and the traditions of an established Troop, and believing that they will be of some use to a new Scoutmaster going to an old established Troop, as well as to an experienced one who sets about founding a new Troop.

The primary qualifications for a Scoutmaster are that he should be a *man* and that he should have a love for boys and an earnest desire to help them to become good men.

Many men hesitate for a long time before joining the Movement, or refuse entirely, or are nervous about tackling the job because, they say, 'I know nothing about it.' If you have the essential qualifications stated above, all these things shall be added unto you.

We know of no better teaching manual than *Scouting for Boys*.

Old or new, the Scoutmaster should read and constantly re-read *Scouting for Boys*. He should also be well acquainted with the *Wolf Cub Handbook*, the *Jungle Books*, *Rovering to Success*, *Over 15*, his daily newspaper, and the *Scouter*; for whether he is Group Scoutmaster or not he must keep in touch with Cubbing, Senior Scouting and Rovering, and he must be an interested citizen of the Commonwealth of which he is endeavouring to make his boys good citizens.

In this and in all things he can only lead as far as he has journeyed himself.

This brings us to the point which underlies all Scouting. A Scout must have some religion. We are certain that the S.M. has the best opportunity who leads a Group sponsored by some Church or other, but actually controlled by himself. It is not always possible or just to run a closed Troop, but, however that may be, it is necessary to good Scouting that there should be a Scouts' Own in connection with the Troop. It is most desirable that the S.M. himself should conduct the Scouts' Own. Some men are very diffident about doing such a thing, but it may be taken as certain that there is so much to be gained for the boys, at whatever cost to the Scoutmaster in labour and time, that he ought to be very certain of his reasons before deciding against running his Scouts' Own in person.

The exact nature of the teaching must depend, of course, upon the sponsoring authority if any, but it ought to be very definite as far as it goes.

Remember, however, that conviction depends far more upon the heart than upon the mind. It matters much more how you *live* than just what you say, even if your words are burning with eloquence and packed with logic.

No one was ever convinced merely by a sound argument even if that argument silenced him, but almost everybody has adopted his way of life from that of a man whose personality and life have attracted him. It is so with Scouting. We shall not lack recruits if we *live* Scouting in our lives.

Scouting is a full-time job and we shall not lack personal attraction for our boys if we have that essential qualification for Scoutmastership which was mentioned at the beginning of this chapter.

It does not belong to the purpose of this book to expand into idealism; but you must have some ideal to carry you along and to inspire your teaching. You'll work this out by reading the books we have mentioned, by fellowship with your boys and by your religion. Hitch your wagon to a star. Aim high. Remember that the fabled cow would never have jumped over the moon if it had aimed at the lamp-post. Expect good results out of the least promising material, but do not look for mere statistics. You may not live to know what you have accomplished. A job like this must be done for the work's sake.

The boys have to be taught that Scouting is for every moment of every day and that Scouting is the practical expression of a Scout's religion.

Your responsibility is heavy because the boys place you on such a high pedestal that, if you fail, their idol is broken and their faith in goodness is, for the time, destroyed. At all events you give them such a shock as will disturb their innermost being at the most dangerous time of their lives.

So a Scoutmaster must emulate a Wolf Cub and do his best.

Do not stand on a home-made pedestal of your own dignity. It is the most unsubstantial standing place in the world.

Keep your temper even on those rare occasions when it is well to seem to lose it.

Scouting is so full; it is so really a practical translation of one's religion that it appeals to different people in different ways and your own appreciation of it will dictate the lines upon which you will lead. You will need to remember that it is not your religion but only its practical expression. Be sure, then, of your own grip of it and your own understanding of its meaning. Let this understanding grow, for, like all living things, Scouting itself grows.

But keep this highest view before you all the time when you are teaching its principles.

As far as possible make the boys act the things that you are teaching them.

In searching for opportunities to do good turns, let them be knights or squires or pages errant.

In building a bridge, let them be pioneers building against time in order to permit a whole colony of refugees to pass a flooded stream.

In hiking, let them be explorers in an unknown country or Scouts in front of a great trek, and so forth.

Test your powers of discipline now and again by imposing silence and rest in the midst of a noisy game. It calms boisterous spirits.

Cultivate the closest possible fellowship with your Church or with a neighbouring Church if your Troop is quite unattached.

One of the weaknesses of some Troops that we know is the fruit of neglect to do this, or even of a deliberately encouraged antagonism born of petty quarrels.

It is often the case that the clergyman or minister is quite

sympathetic but that the churchwardens or elders are antagonistic. This is only because they do not understand. Take the boys into your confidence in such a case. Tell them that you want to live it down and at the same time to prove by every means that Scouting is good for them as well as for the Troop. Let the boys be watchful to observe every courtesy and to seek to do all the small good turns that offer. Undertake all sorts of help by which the Troop can prove its goodwill. Clean all sorts of corners, put up stalls for sales of work, distribute leaflets, deliver letters, clean windows, collect for jumble sales, etc. You will soon get close sympathy for the Troop and gain great strength from your alliance with the Church.

And then, there are always gloating watchers, and every boy is a potential criminal to some of his seniors. Such people will come to you from time to time with awful complaints and accusations backed by perfectly sound (circumstantial) evidence.

There is a tendency on the part of the inexperienced S.M. either to resent the accusation or to accept the evidence and to pour out the vials of his wrath upon the absent Scout.

Be careful to do neither. Accept the complaint courteously but let it be understood that you will not condemn the Scout unheard and that you will investigate the matter.

Investigate the complaint and let the boy see that you are fair and just. If he is at fault and the complainant is justly offended, make it part of his penalty that the boy should apologise.

But in any case let your complainant know the result. If he has complained unjustly tell him what you think, for you are the boy's only defence but do not tell him in the presence of the boy.

With regard to parents: Work with them and let them see that Scouting is not to displace but to supplement good home influence. Get to know them personally and talk with them about the prospects and problems of their boys. Offer practical advice, especially in the matter of the jobs that they should try for when they leave school.

As we have said, you will be asked to undertake special responsibilities in many cases. Undertake them cheerfully for the good of the boys, but do not let the more irresponsible

among the parents shelve their own responsibilities as so many of them are inclined to do.

Remember that you are the boys' ambassador to Church and schoolmaster and to some parents and employers.

• You will come across parents here and there whom you will have to bully or cajole. Be sure of your ground and do everything, even bullying, cheerfully.

Suspect the parent who is always complaining about the boy.

Watch yourself that you do not get to think yourself rather a fine fellow. There are always plenty of silly people, though they are very kind, who want to pat you on the back and say what a splendid work you are doing.

Keep in the closest touch and friendship with your Assistant Scoutmasters. Consult them at every step and take care to avoid doing everything yourself, leaving them nothing to do. Let each of them have a special responsibility. Keep in very close touch with your comrades, the Cubmaster and the Rover Leader. If you are Group Scoutmaster this will be your duty. The Scoutmaster's methods depend upon his character acting within the scope of *Scouting for Boys*. To each man his own method; for his character is part of him, but these hints may help.

Remember that the boy has three parts, his body, mind and spirit. Don't neglect either, and provide definite training for each part of him. A healthy mind in a healthy body will make for his soul's health. Don't seek after fresh fads. All of Scouting and its ideals are in your Bible and in *Scouting for Boys*. Scouting is neither playing at Soldiers nor at Red Indians.

Every boy is different. Don't make the mistake of treating them as if they were all alike.

You will find it very practical to recognise that most boys are mystics in varying degrees in their religion, and most of them are very sentimental at heart. Roughness and violence are very often subconscious defences against the discovery of either. Don't assume this, however, else you may be brought up with a shock every now and again. Be absolutely fair and don't countenance favouritism, but treat each boy as an individual unit.

CHAPTER VI

THE GROUP SYSTEM

IT seems fitting to discuss the Group System before we proceed to talk about Wolf Cubs, Senior Scouts and Rover Scouts. The Group system is the result of natural growth and was, in 1928, the stabilisation of the practice that the Troop was considered as one, and the Cub Pack and the Rover Crew as being under the general guidance of the Scoutmaster. Now the Senior Scout section has been added to the Group.

In the early years of Scouting there were many cases in which Rover Scouts existed in fact as a separate organisation. Wolf Cub Packs have usually been connected with a Troop, but not always, and there have been a few unfortunate cases where there has been a decided lack of co-ordination between Cubmaster and Scoutmaster.

Now all four sections of the Movement are registered as one Group. If you are founding a Troop or Pack, you are registered as a Group and you have only to secure the District Commissioner's approval of your expansion into other sections when the right time comes, as well as his approval of your proposed Scouters. This is specifically the case when you start your Senior Scout Troop. But you have not to register your new section because your Group is already registered. The Troop has its Scoutmaster. The Senior Scout Troop has its Scoutmaster (S). The Wolf Cub Pack has its Cubmaster and the Rover Scout Crew has its Rover Scout Leader. Formerly one of these might also be the Group Scoutmaster. In some cases it still is so, for lack of man power, but the general principle is that there shall be one man for each job.

This is most wise, for the Group Scoutmaster has a big job. He should be a man of affairs, wise and experienced, patient, persistent, charitable in the true sense of the word, kind, strong, and, shall I say a student of the 15th Psalm and of

the Scout Law. Let me modify all that by saying that he should be one who humbly aspires to these qualities. He has many things to do. He is the convener of the Group Council, the channel of communications with the L.A. and the District Commissioner, the inspirer of the work, the comforter of the disheartened, the helper of those in trouble, the consultant in all times of difficulty, the keeper of the power house to be found in the Group Headquarters and in his own home. In some sense he is the donkey man of the Group, but he has the great privilege of numbering among his many duties that of knowing all his Scouters and all their boys as individuals in such a way that he will be the natural target of their confidences.

He is not the pensioned elder or the worn-out Scouter who must be given a sinecure to keep him happy. He must be live, reasonably active, even tempered and cheerful, with the courage to 'keep on keeping on' in the face of difficulties. He should be mature and experienced and he must be at least thirty years of age.

The Group System, initiated in 1928, was a great and far sighted innovation. It keeps the four sections of the Movement together.

All Scouters should seek earnestly for friendship and interchange of ideals with their brothers of the other sections of the Group. There should be always those little passing ceremonies from Cubs to Scouts, from Boy Scouts to Senior Scouts and from Senior Scouts to the Rover Crew. Let each section see and take an interest in what the others are doing. It is a good plan to issue one order sheet (or arrangements list) every week for all sections. In our case we have a calendar hanging in the Hall, on which are marked all the arrangements for all the sections, as well as the District events and all the engagements of the Scouters—these latter with discretion! It forms a good basis for writing up the log and it tells everybody about the outside interests that the others have as well as explaining their occasional absences. Your Group Council of warranted Scouters will achieve much in the direction of co-operation and friendship and will do a great deal towards solving the problem of drift (or leakage between one section and another) where it exists. Let your Group Council discuss individual boys quite a lot, but do not let it replace your

Court of Honour. This Group Council is most important. It is so easy to let it slide for lack of time or to pretend to substitute for it special hurried conversations with this Scouter or that on particular subjects, but it won't do. In a well run Group you must have regular meetings of the Group Council. Try them on informal occasions over a cup of tea. Let them be brief if you are all busy, but do see that everybody knows everybody else to the point of real friendship and that each section knows the other's plans and fits its own in to the plans of the Group. The Group is the unit for this purpose.

Do not be content to have an incomplete Group. The aim must be to have a complete Group of Wolf Cubs, Boy Scouts, Senior Scouts and Rover Scouts.

It seems right to discuss some general problems under the chapter heading because they are to be encountered in most Groups, but it may be as well first to remind old Scouters and to inform new ones that there is to be found in—

The Road Ahead, a general guide to the plan upon which the development of post-war Scouting was visualised. *The Road Ahead* is the pamphlet which summarised the conclusions of the Post War Commission which was set up by our second Chief Scout, Lord Somers. Every Scouter should be familiar with it; most of all Group Scoutmasters.

Lord Somers' great work for Scouting tends sometimes to be forgotten. Our own personal view is that Scouters should never fail to tell their recruits about him when they have that talk about B.-P. and the history of Scouting which is now part, not of the test, but of the tenderfoot's preparation for his initiation.

Drift—in Wolf Cubs.—There is often a tendency to drift in and out and for a Pack to consist of varying numbers from week to week. This is a Cub problem which will be discussed in its right place, but a cause of serious disquiet has been the number of Wolf Cubs who are quite keen but who never pass on to the Troop. Co-operation between Cubmaster and Scoutmaster will do much to remedy this. Too often there is lack of co-operation. The Cub has, naturally, a rather exaggerated affection for his Cubmaster and often the C.M. does not wish to part with him. This may be the hardest part of the Cubmaster's work, but it will be easier for him if the S.M. will realise that he and his work are an important

part of the Group and will welcome his visits to Scout meetings.

The Scoutmaster should visit the Cub meetings as frequently as possible, should know the Cubs by their Christian names, should co-operate with the C.M. in personal help and advice to the Cubs and their parents, should make a point of talking to Cub parents at the annual social and should visit the Parents of the Wolf Cubs when their passage up to the Troop is imminent. Wolf Cubs suffer even more than Scouts from nervous or non-appreciative parents. See them and patiently allay their natural fears.

It is a good thing if some of your suitable Scouts are Wolf Cub Instructors, and we have found it an excellent thing to have occasional overlapping meetings on Saturday afternoons. The Pack and the Troop return to Headquarters after their out-of-door activities on Saturday afternoon to find that a joint tea has been prepared by some of the Scouts. Scouts and Cubs are mixed as they sit at the tables. After tea they play such games as they can play together for half an hour or more. Then the Cubs are sent home and the Scouts carry on with their evening activities. By the time the Cubs pass up to the Troop, we have found that, not only do they come up eagerly and willingly, but they have usually selected their Patrol and Patrol Leader!

By the way, the Scoutmaster should be, if he can by any means, attain to it, a marvellous story teller.

Drift—in Boy Scouts.—A certain number of new recruits are attracted by the glamour of the uniform but they hate work and so they drift away. The one-nighters are seldom regained, but there is some hope for the one who stays for three weeks and then fades away. A call on his parents will often bring him back into the fold. The chief trouble here is the sloppiness of quite a few modern parents. The boy dominates the home, grows quite selfish and sooner or later does exactly what he wants while his parents become more and more obedient. Such a boy is just the one who needs Scouting, but you will have to work hard to get him. You may have to talk very plainly to the parents, but never talk about the parents to the boy—at least in that particular way. When you have got him, put him with a strong Patrol Leader and get him to make a friend of him.

See that your Patrol Leaders know how to lead, and watch them kindly in case they suffer from slack phases. Help them with the preparation of their programmes. Let your Assistant Scoutmasters have the unobtrusive overseeing of the work of two or three Patrols each. The root of the whole matter is the maintenance of interesting programmes and projects in the Troop and in the Patrols. That means careful training and premeditation, things to do and the Patrol system.

Consider carefully what is written later about the Patrol system. Senior Scouts as a separate section of the Group is the answer to the former tendency of Boy Scouts to drift away when they left school.

The need to attend evening classes has been a great cause of drift in the past. The boy perforce breaks the habit of coming to Headquarters and gets the idea that he is letting down the Patrol. Sometimes he makes new, and occasionally undesirable, friends at his evening classes and does not like to return when the evening classes are over for the session or when the holidays come round.

Your remedy must be largely personal. His personal regard for you must hold him and you must make him welcome to your home or headquarters. Be glad to see him and never greet him with any sort of comment on his long absence. If he knows that you are poking fun at him, he is sensitive to what others may think.

In some cases there comes a time when you are less of a hero to a Scout who is growing up, and this applies both to Boy Scouts and to Senior Scouts, for the troubles of adolescence begin quite early with some boys and much later with others. He is keen on Scouting, but is generally discontented and is reaching upward and outward for something that he cannot define. He withdraws his confidence and causes you quite a deal of anxiety in various ways. If he has reached the appropriate age, the cure for him is a step up to the next section of the Group and, of course, the approach of that age will itself tend to keep him with you, expectant of that step. But your real problems will be the cases of those boys who mature early. He is simply growing up and, perhaps, taking it hardly as so many of us do.

Your remedy must be individual. It is based on your friendship with him. Hold on to that through thick and thin

—sane, practical non-sentimental friendship that is yet capable of demonstration at the right moment.

Special jobs may carry him on until he approaches the right age. Quartermastering, Cub Instructorship, Specialist Instruction or Group Librarian are all jobs in which he may do good work, and which minister to dignity and maintain his keenness, but you will find him other jobs according to your peculiar circumstances and his needs.

All this involves the appreciation of the fact that there are some men who are jolly good with Wolf Cubs and young Scouts but who just cannot hold the adolescent. Examine yourself to see whether you are such a one and see that you do the job that you can do well and leave the more exacting and less rewarding job to those who are fitted for it. Pray that you yourself may become such a one as these latter, by dint of the exercise of charity and all Christian virtues (call 'em manly strength): for they are the salt of the earth.

Drift—in Senior Scouts.—We do not inaugurate the Senior Scout Troop with the idea that there will be drift away from it; it is there to prevent it. But I am quite certain of this that you must go to a good deal of trouble to find the right man to lead the Troop as S.M. (S), that you must provide plenty of activity, that the S.M. (S) must know every boy well, that he must be available to him at all times, and that, parallel with this close personal touch, there must be the Patrol system *in excelsis*.

The Patrol System.—The older we grow and the more experience is vouchsafed to us, the more certain we are that the Patrol system is essential to the success of Scouting. It is so difficult to refrain from leading the Patrols yourself; whereas the only sane thing to do is to lead the Patrol Leaders and let them lead their Patrols. You can handle many more boys by these means. You can do so much more. In a scattered rural area, you can have Patrols all over the place in half a dozen or more villages and centres, and only meet as a Troop once a month. It is one solution to the man-power problem in country districts; and, what is more, it is Scouting for BOYS. It is the accepted method in Norway, where the population is scattered in the country districts, where distances are great and where transport is scarce. And they do good Scouting in Norway.

The Scoutmaster's Patrol.—This is composed of A.S.M.'s (perhaps), Patrol Leaders and, if you think fit, in a small Troop, of Seconds also. It meets once a week. The S.M. is Patrol Leader and in all that he does, teaches his P.L.'s to lead. He works with them to keep them ahead of their Patrols. He sets P.L.'s and Seconds to work together with the same object. He helps them with their Patrol programmes. It meets in the open air as well as in Headquarters. It does things in all respects as a Patrol works. Its necessary corollary is that there *must* be Patrol meetings, held quite regularly at least once a week and that these shall be accepted by all concerned as being essential to the life of the Troop.

The Patrol Leaders' camp as an introduction to the summer work is invaluable.

The Size of the Troop.—All sorts of theories have been advanced from time to time as to the best size for a Troop, but the conviction has been growing these past few years that a good Group should be as large as possible. It must be so if we are to provide the amenities which modern youth demands—the upkeep of a place of our own, perhaps our own week-end camping ground, the diversity of talent necessary for the provision of home made equipment, the maintenance of sufficient force to provide teams. In any case, we nearly all, quite rightly, accept as many recruits as we can get. The great thing is to see that we know all the boys intimately and that we obtain enough assistance to keep the Group going with a swing. The bigger the Troop (or other section) the more time the Scouter devotes to his primary duty of knowing the boys and helping them individually, and the more he relies upon his Assistants and P.L.'s to run the Troop work.

The Troop Leader is not an essential link in the chain of jobs. He should not be appointed unless he is the very right man. It is quite a good job to hold in reserve for a boy who is otherwise suitable but who has matured early and is unsettled yet not old enough to pass up to the next Section, but do not appoint him just because he is unsettled. If you do appoint one and he is the right man, he will usually be a strict disciplinarian and probably a hero to the youngsters. Use him for all routine work. Let him superintend and inspect the Patrols' work on their jobs of cleaning and maintenance. Let him keep the records for the inter-Patrol competitions.

Let him detail off the next for duty on any of the Troop good turns that you will undertake as time goes on. Give him a large part in the arrangement of the Troop's part in the Group Christmas Good Turn.

Girls.—These are rather a difficult problem on occasion. We should implant in boys high ideals of chivalry. In the outward courtesies, the ordinary politenesses of everyday life our boys should be to the fore. Good Turns should be a daily adventure—and they CAN be made adventurous if they are planned and if they are *scouted* to the point that, whenever possible, they shall be done without the knowledge of the beneficiary. Mothering Sunday should be a high festival, with its celebration planned collectively and individually and, if yours is that sort of Church, with a special parade at a special service. It can be done, because it falls on mid-lent Sunday.

It should be an unthinkable thing that any of our boys would sit in a train or 'bus when there was a woman or girl standing.

We owe it to the Captains of Girl Guide Companies as well as to all women and girls in general, still more to our Mothers to see that our boys grow up chivalrous and understanding.

The worst of it is that some boys are such silly little fools that long before the natural time, they tend to seek and take pride in the companionship of girls in stupid emulation of their seniors, in the same way as they hanker after smoking cigarettes and other foolishness. It is not suggested that a boy should avoid the society of girls, but all who read this will understand what is meant by the unhealthy and rather vulgar companionship involved in this precocious lovemaking which is the perverted pride of the uncouth youth who reaches forward to manhood in the only way he understands.

The best cure is in the general training of our boys. A high ideal of chivalry will keep them safe and will save our Troop from reproach. For particular cases of the complaint, particular treatment. So far as generalisations are advisable, you can laugh a younger boy out of it, you can bully him out of it if he has nearly reached the school leaving age. After he has left school you must treat it seriously, and in every word pay high respect to the glory of his love and the assumed worthiness of its object. If he is sincere, it will help him to

know that you sympathise with him. If he is not sincere, he will grow ashamed of the pretence.

The girl who suffers from the same complaint and who ministers to its growth in the boy by flattering his vanity and by forcing herself upon his society is an unmitigated nuisance.

Smoking.—If your boys have been well trained, this will not be a general but an occasional problem. Most Scouts want to keep fit and are willing to understand why they should not smoke too early. Occasionally a boy will want to demonstrate manliness by smoking cigarettes. Find out whether his parents have given permission. If not, forbid it altogether. If they have given their permission, tell the boy that you will not forbid it although you would, personally rather that he did not smoke, but that you do absolutely forbid it in uniform or about headquarters. Usually this will be effective.

CHAPTER VII

WOLF CUBS.

WOLF CUBS are lively youngsters. They are the special charge of a Cubmaster, who understands or strives to understand them, and are not to be left to the haphazard direction of any Scout or Rover who happens to be able to turn up that week. It is worthwhile to take infinite care about your choice of a Cubmaster, and if you have to wait a long time before obtaining a suitable person to follow a departed C.M., it is well worth trying to carry on yourself.

Women have had a large measure of success in Cub work. So much is this the case that it has almost come to be recognised that this is the women's branch of Scout work. While valuing very highly all the splendid work that has been done among Wolf Cubs by devoted Lady Cubmasters, we would still advise you to do your very best to secure a man Cubmaster.

It is better for camping. It is better for understanding co-ordination. It is better for the equal friendship that is so necessary between all the officers of the Group.

Do not admit your Cubs too young. It is very difficult to refuse them, and boys of five or six years of age will plead to be allowed to join. When they do, try to get their names, talk to their mothers and hold before them the bright hope of joining when they are old enough, but do not, as some have done, wangle them into the Pack before the age limit has been reached. Give these boys a word in passing whenever you meet, and you will find them still keen to begin when they reach the advanced years laid down as the minimum for entrance into the Pack.

A certain number of your Cubs will be unknown quantities. They are here today and gone tomorrow. This is largely due to the mercurial temperament of some small boys, and

much is due to the fact that the parents are not taking Cubbing seriously, but are content to send them to some place or other where they may play. We think the best remedy is for the C.M. to call on all the parents regularly, and gradually to impress them with the Group's interest in their sons. From the very first let the Cub understand that he has joined the great Brotherhood of Scouts.

As a rule the Pack meetings should not be on more than two evenings in the week. They should be held as early as possible. An ideal time is probably from 5.30 until 6.30. The general rule is to hold the meetings as early as possible after school hours.

In addition to this there must be the Cubs' Own. It is most desirable that the Cubmaster should conduct this in person. In very large Packs, however, it may be best to stipulate for attendance at Sunday School instead. In such a case, and in a close Group, it is well if the Cubmaster is either superintendent of or a teacher in the Sunday School.

It is absolutely necessary that the evening's programme should be well thought out before the Cubmaster attends each meeting. We would advise a long period programme to cover a season or even a year so that the evening's programme is progressive. He will need much help; and keen Scouts or Rovers can serve him exceedingly well in this capacity. Have Assistant Cubmasters by all means, but be very certain of them before you appoint them.

Cub instructions should be even shorter than those for Scouts. Have an alternative for each item on your programme so that you can switch it on if the interest should flag.

Intersperse the instructions with games and lots of games. Let them be active and designed to train the Cub in observation or memory, or speed, or concentration, or activity.

What has been said elsewhere about games for Scouts will apply equally well here, only more so.

The Cubmaster will need to collect and invent and adapt almost more than the Scoutmaster, although the Cubs will play the games they like as often as you please.

Be very careful that in gymnastics and boxing training you do not overtax the Cubs. They are very willing and it is easy to let them do too much. For gymnastics, a little jumping and tumbling are quite enough for them.

In boxing, confine your attention to preliminary exercises, foot work and to shaping them well. One active bout apart from instruction is quite enough for each Cub on any one evening.

A Cubmaster should cultivate the art of story telling. Read up or think out your story. Get its salient points fixed in your mind. Don't be too wordy. Live in your story for the time being. Don't point the moral, but rather let your story point its own moral. Don't bother about committing all the words to memory, but build your own words round the salient points of the story. Never read the story from a book.

Adopt a characteristic attitude, such as sitting cross-legged on a mat, on a log, but anyhow in what will come to be recognised as the storytelling attitude and place, and where the Cubs may gather round you and sit or lie in comfort and quiet. Have a series of traditional openings like the following:—

'Once upon a time ——'
'Long ago ——'
'Long before —— was born'
'In olden days ——'
'A long way from here ——'

etc., etc.

A small boy likes thrills and blood and tales of hardship. So do his elders. But vary the style and subject of your stories as much as possible. Give him the best you know or can find. Remember that you are playing no small part in forming his literary taste. You'll find all the observation-teaching stories that you need among tales of tracking and Scouting. Cultivate the gift of graphic description. Try to be brief. Use your newspaper to provide you with stirring stories of current good deeds and heroism. There are plenty such.

Crises occur suddenly and violently in some small boys' lives. A very well conducted and often a particularly prepossessing youngster will suddenly take to lying, thieving, and/or all manner of amazingly awful things. Do not be discouraged or take these things too seriously, although you must appear to be frightfully shocked and distressed. As a matter of fact this is just a phase which might easily have appeared

in all small boys' lives, and it is fortunate that the small boy concerned has been detected by you or by someone who has claimed your advice in dealing with him. Now, your knowledge of the boy will come into play. You will know best how to talk to him, and what to do in order to help him, but always talk to him as his friend and not solely as his judge. Almost always your very strongest appeal in a case of a phase-offender will be to his affection for his mother. Keep him thinking with you, but judge him severely or gently according to your studied knowledge of his character. Set him to confession and reparation, and to learning his lesson. Keep the confidence which you have gained by the inner knowledge of the boy which this happening has made possible, and you will do him much more good than might have been possible if it had never occurred. Let the boy recognise and rely on your manhood. He will know that you want to help him, and he will be glad to bear the blame, and to start afresh with you to help him.

Cub Camps.—It depends entirely upon the circumstances of your boys whether Cub camping is necessary or desirable. In a neighbourhood where the boys will be certain to have a holiday with their parents we should advocate no camping for Cubs. In districts where there is not much chance of a family holiday, you must have a Cub camp. *Camping for Cubs* should be carefully read as it contains much practical advice. To avoid possible disappointment ask your D.C. whether you will be allowed to take your Cubs to camp before you begin to make any plans.

The ideal thing is to get a dry barn, shed, or cottage in a field. Let the Cubs sleep on the floor, but use groundsheets also. They should have palliasses. These can be added to their kit lists, and can quite well be made by their mothers out of unbleached sheeting, ticking, or some such material. Do not fill the palliasses with hay. Use clean straw, and remember only to half or three-quarter fill them. If you stuff them full, it makes a hard and uncomfortable bed.

You will need plenty of helpers in a Cub camp.

Visit each of them after prayers and just before lights out. See that each one has properly made his bed, and see that each one is well.

You will need to make special rules and inquiries about

the use of the latrine, and you must expect more violent movements of their temperatures when they are ever so slightly ill. Do not be unduly alarmed, but watch them carefully.

• Washing will need supervision.

It will be necessary to have responsible helpers to look after the camp cooking, and to take charge of every branch of the camp work, but do not make the mistake of arranging for everything to be done for the Cubs as so many C.M.'s do. It is necessary that they should learn good camping, and they will be at least as anxious as Scouts to do so. Make them keep their kits and barns in order. Let orderly Sixes report for duties as the Patrols do in a Scout camp.

Have a full day's programme. Let your meals be quite regular. Reveille should be early and so should bedtime. Insist on the after-dinner rest.

Small boys are very forgetful and their mothers very anxious. See that they write home at least as often as their mothers expect—you will probably set this down in your preliminary orders—and just a little bit more often by way of grace and thanks.

You are almost certain to have one or two cases of home-sickness. Deal with them as has been suggested already.

• Open a camp bank as soon as you arrive. Cubs often lose their money. Besides they are liable to spend it all too quickly, and at great risk to their internal comfort, if no check is kept upon the manner of the spending.

CHAPTER VIII.

SENIOR SCOUTS

BEFORE you read this Chapter, please read or read again the booklet, *Over 15* and the *Senior Scout Handbook*.

Senior Scouts are really the late fulfilment of B.-P.'s suggestion of 1915, out of which the Rover Scout section grew. He was far-seeing and if his suggestion had been adopted at the time, it is probable that we should not have had nearly as much heart-searching about the leakage between Scouts and Rovers.

The reason is not far to seek. Work, with its wider outlook, the conscious reaching up towards manhood, the necessity for evening classes or some other preparation for his business, trade or profession, his greater consideration in the family as a wage earner, were all matters which affected the growing boy's outlook upon Scouting. The best of them and the youngest-minded of them both stuck it, but those who took their adolescence most hardly or whose waywardness developed at the same time as the opening out of wider interests, just wandered away.

I fancy that the greatest contributory cause of the general leakage was the unsympathetic attitude of many Scouters who really had no time for a boy in the difficult months or years when he most needed a friend and was most inclined to repel friendship. Such Scouters are not fit for the important and often disappointing task of leading a Senior Scout Troop.

Scouting should be represented on the Local Youth Committees and the County Youth Committees. To be effective our representatives must be able to see the whole picture and endeavour to forward the interests of the boys in particular and the community in general and not merely the supposed interests of Scouting alone. In reality all these interests must be identical. It is probable that an understanding layman or a retired Scouter may be the best kind of representative.

The Senior Scout scheme contains its own remedies against the danger of leakage.

To begin with a Scout **MUST** have training suitable to his age as soon as he is fifteen. This does mean that some serious long-distance as well as detailed planning must be undertaken in concert with the boys themselves. There is plenty of interesting work in the Queen's Scout programme to last for two-and-a-half years. There are stunts and challenges to be undertaken and there are projects of service. The stunts should not be too elaborate or competitive—that is, undertaken for the simple purpose of going one better than another neighbouring Senior Scout Troop—and it is important that they should not be too expensive. It is so easy for a Senior Scout who earns little money because he is apprenticed or has less money available than his fellows, to be crowded out of a stunt or excursion because he simply cannot afford the fares. He is often the last person in the world to tell his Scouter why he cannot come.

Our own Seniors have solved most of their fare problems by buying or collecting disused cycle parts, repairing them and repainting them in our own workshop and building bicycles for every member of the Troop. They are good, serviceable machines and the whole Troop is now mobile.

Then, a Senior Scout Troop **MUST** have a Scoutmaster (S) but wait for the right man. He *must* be the right man or he may easily wreck the whole show.

Assuming that the Group Scoutmaster himself is the right man for his job, he should himself oversee the Senior Scouts' activities as an advising friend until he is sure that he has the right man to take over the responsibility. Usually a young man will not have the patience or pertinacity, or tenacious friendship to deal satisfactorily with a hard-case adolescent though he may be the best man to work with them in strenuous activities. Such a one may be an A.S.M. (S) at the age of twenty-one.

There must be real activity as well as a certain measure of serious study in a Senior Scout's work, but most of the latter is done by individuals, in pairs or in sets, so that there are two programmes. Each Senior Scout will have his own programme of work, co-ordinated with the Troop or Patrol standards which will have been set by the Patrol in Council.

It may be that two will work together, or larger numbers with the same interests will help each other along. The other programme will be that of general Patrol or Troop activities, also within the scope of and progressively aiming at the standard set for the year or half-year in the long-distance programme. The Scoutmaster (S) will be in and behind them all and will try to be the real friend of every one.

The Senior Scout Patrol has a very large measure of autonomy and, subject to the S.M. (S) the job of carrying out its own decisions. There will be the Court of Honour or, in a small Troop, the Patrol in Council.

There is no reason why the Senior Scout Troop should not be eventually the largest Section of the Group, for boys do join who have never been Scouts before. Nothing succeeds like success and the better your Troop may be, the more new recruits will be attracted. So far, our experience is that half come from outside and half grow up from the Boy Scout Troop and, if anything, the newcomers are the keenest. That means that we must talk in terms of the Court of Honour. But the Troop should be in Council very frequently and there should be committees to deal with departments.

One committee should deal with camping grounds, another with wide games and exercises, another with cultural visits, another with the library, another with the Troop gear, perhaps another with recruiting, another with planning hikes, and so forth.

Committees should not merely talk and report. They should be made up of workers according to their aptitudes and interests, so that the practical preparations for a variety of things, including general programmes, may be divided up and dealt with in an amazingly short time.

By these means, very much work is tackled thoroughly and very quickly; nothing presses too heavily upon one person; the Troop more easily survives the catastrophe of the sudden departure of Scouters; and the boys themselves are more and more able for their jobs and trained to take responsibility. The chairmen of these committees should usually be members of the Court of Honour.

The Senior Scout Troop should have a den of its own and separate meeting places and times from those of the Boy Scout Troop. This is very important and one of the Troop's

first tasks may easily be the search for a suitable place. It is equally important to see that they never lose the sense and pride of belonging to the Group. They should always appear at Church Parade and at other times at the Church or their own Churches. They should play their part in all Group shows and should perform their acts of service in the Group, so that all the boys of all the sections will know them.

The Senior Scouts have, of course, their jobs of service as has every Scout. More is expected of them than of the Boy Scouts, as they were all reminded at their investiture and the Senior Scouts' jobs of service will be mostly within the Group. It is quite wonderful to discover how much they can do.

We think there is one thing that we must offer to our Senior Scouts, either as a Troop or, while our numbers are small, in concert with other Senior Scout Troops, and that is Sports, Games, Athletics and general physical training.

They have—a good many of them—left school where they had all these things, and some of them will miss them terribly. It is a good job for a layman who is interested in this kind of thing but who may not be inclined to take up Scouting, to organise training, games and matches, and the business side of the thing, with a Senior Scout or Scouts to help him with the donkey work, at least of the latter job.

The specialist must be kept within certain limits which you must set for him, else he may turn the whole show into a sports club without realising that he is working against instead of for you. We would say that it is a good rule to aim at making all-round men and not to breed champions.

CHAPTER IX

SEA SCOUTS AND AIR SCOUTS

Sea Scouts

THERE is no question about the attraction of Sea Scouting from the boys' point of view, although there is no reason at all why Sea Scout activities should not be part of the programme of a Boy Scout or Senior Scout Troop. There is equally no reason why Sea Scouts should not be just as efficient at dry land activities as the landlubbers.

In fact, no Sea Scout can specialise in Sea Scout badges until he has passed the same Second Class tests as any other Scout.

There are many who think that no specialisation should be permitted until the First Class tests have been passed and these will be among those who think of Sea Scouting as a Senior Scout activity. There is much to be said for it.

Sea Scouting is nothing without real boat work on the water. Boat work means that Rules 327 and 328 must be observed in every particular and, among many other things, this means that the standard of the first class test in swimming and of the swimmer badge must have been reached by all boys who want to take part.

If a Boy Scout has had three or four years in his Troop and has been well grounded in general Scout work to First Class standard and beyond, it is quite a good thing to offer him some additional training in a branch of Scouting that is fresh to him.

Nevertheless, he must have this additional and more exciting training whether it is to be on land or on the water when he reaches the age of fifteen, and it is equally well provided in the programme of Scouting on dry land on the journey towards the Queen's Scout badge.

Again, there is no reason why water activities and adven-

tures in boats of all kinds should not be in the Senior Scout programme, whether the Troop wears the Sea Scout uniform or not, so long as the rules are observed. One difficult point about a change over to Sea Scouts in the Senior Troop is that at what is sometimes a difficult period in their lives, when some of them will be leaving school and in need of firm anchorage, the boys will be offered an activity which will probably be taking them away for boat training during more week-ends than they would ordinarily spend away from home. Thus they will be offered yet another inducement to interrupt their regular attendance at their home Churches.

This is a real difficulty, but, like most difficulties, it can be overcome. Preliminary consultation with the Chaplain, a strong lead from the G.S.M. and S.M. (S) and frank discussion in the Senior Scout Patrol or Troop will help to implement whatever plan is chosen. The difficulty need not arise at all if the water headquarters are within a reasonable distance.

If you can strengthen home influence in the right direction by including a Parents' Association in your general programme, you will be doing much to help the situation. We shall have more to say about this, but, for the present, let us remember that when a boy reaches Senior Scout age, he has already begun to test how far he may relax the bonds of home discipline and he will certainly tend to give up Church attendance if his parents do not go, unless he has some other very strong pull in the right direction.

Sea Scouts have the most attractive uniform in the Scout Movement. Blue jerseys or shirts and short blue shorts look very well on clean limbs. They have a reputation for discipline and smartness. This brings recruits and support from people outside the Movement. No one should start a Sea Scout section unless he is determined and able to maintain this reputation.

There is one point which should be considered by all Scouters and Local Associations, and particularly by Sea Scouters and those who contemplate starting Sea Scout Troops. It is the general isolation of Sea Scouts from the activities of the L.A. Sea Scouts have pursued their activities by themselves without bothering very much about other Troops or the L.A. They have been regarded as specialists and have been rather left alone by their Commissioners and by other Scouters. It is

largely the fault of the Movement as a whole. There has grown up the idea on the one hand that they are rather superior people and on the other that they are rather queer. It is not by any means universal, but there is still too great a tendency to regard Sea Scouts as a separate organisation within the Movement.

They are not. They are Scouts primarily; and they just go in for a different kind of training after a certain point. They have to begin by being Scouts.

Well, lots of difficulties have arisen out of this idea in the past. It is only necessary to set about altering it. Sea Scouters should make up their minds to attend the District meetings and to mix their boys with the other Troops on District occasions. On the other hand, Commissioners and Scouters generally should realise the one-ness of Scouting and should visit Sea Scout Troops at least as much as any others.

The new Sea Scouter should set his face against isolation and unhealthy rivalry from the very first.

A Sea Scout Troop without a boat or boats or which has not the use of somebody else's boats is just a poppy show. New boats are very expensive, however. If your purchase is second hand, you must have an expert to detect whether it is really seaworthy.

This is necessary too from the point of view of the safety of your boys as well as the confidence of the parents and the satisfaction of the Underwriters of your insurance.

But to go back to the question of expense. Ask the advice and help of the Sea Scout Department at I.H.Q. before you buy a boat. Enlist the interest of your local expert.

You may be able to build your own boats and kayaks with expert supervision.

Boats are expensive too in upkeep, for moorings and for laying up when not in use. All this means that there must be a fair reserve in the Troop funds and that there must be a fairly heavy Troop subscription. This is a fair argument for confining it to Senior Scouts, particularly when it is considered that water-headquarters are frequently some distance away from Group Headquarters, involving some expenditure on fares, etc.

Some well established Sea Scout Troops have found it a good and just scheme to get the Sea Scouts to assess themselves

individually from the point of view of 'What is Scouting worth to me? How much should I spend on pictures (or some other amusement) if I did not go to Scouts?' They say that most boys pay at least the price of a cinema seat per week.

But you must have a good Troop and an attractive headquarters before you can expect this sort of thing to bear fruit. A good Troop will be a good Troop from the very first meeting.

Altogether, a Sea Scout Troop is more expensive to run. This should be considered before you start, but, having considered it, you may be certain that, if you make it a good Troop, the money will come by one means or another.

There are special risks attached to Sea Scouting, not only to the boys, but also that you may easily damage through accident the property of third parties.

All this may be covered by insurance. You will find a brief statement about insurance in the appendix to P.O.R., and any further information that you need will be supplied by I.H.Q.

Air Scouts

Air Scouts came into being during the second World War in response to the demand of the boys, who are, most of them air minded.

The uniform is neat and attractive.

The great drawbacks to it are, first that the preparation for the tests and the specialist training are very much like school work, and, secondly that it is difficult to obtain practical training.

Nevertheless, if your boys are keen on it, there is every reason why you should start an Air Scout Troop, provided that you and they remember that they are Scouts first and Air Scouts as specialists. Your instruction must be at the hands of men who really know their subjects so that they will make them interesting and your games must have a flavour of the air and must be thought out with imagination.

For the provision of as much practical training as is possible the only thing is to get on good terms with the Commander of your local aerodrome and to seek as much help as he is willing and able to give. For the rest, much of what has been written about Sea Scouts will apply also to Air Scouts.

CHAPTER X

ROVER SCOUTS

THE age of eighteen has significance. When the Education Act of 1944 has been fully implemented, it will be the age when compulsory education ceases. It is the age of entry into Rovering. It is the age when a boy becomes eligible to join the B.-P. Guild of Old Scouts.

It drives home to us the one-ness of the Group and the importance of developing a full Group, the importance of each section not merely to itself but to the whole Group, the importance of really progressive training through the ages from eight years to twenty-five and onwards. The Group Scoutmaster has a real job of work. He hasn't to do the detail work, but he must know his boys and men well and must keep closely in touch with those who are absent on service as well as those who are members of the Branch of the B.-P. Guild of Old Scouts which is attached to his Group. All this besides the external liaisons with local people and organisations.

Senior Scouts are now established as a Section of the Group and there is no reason why they should not be at least as numerous as the Boy Scout Troop. It will be a poor thing if the G.S.M. has not become a close personal friend of each boy, without interfering in the least with the more familiar and as close friendship existing between the Senior Scout and the S.M. (S), by the time when he is seventeen and a half years old. He and the S.M. (S) will be partners in the consultations of plans for the future; just as he will have been a consultant in other stages of the boy's growth, (or, if you like, at other times when a new adventure opens before him), the grammar, technical or secondary modern school that he enters at eleven-plus. At seventeen and a half, the boy should begin to think about Rovering and, with the collaboration of G.S.M., S.M. (S) and R.S.L. may become a Rover Squire.

The young Rover Scout should have passed through the Group with a real pride in Scouting and what it stands for, and a real pride in the uniform which proclaims his ideals.

Rover Scouts of whatever age put all their powers in their available time into completing their training and into service for others. A careful perusal of *Rovering to Success*, *Rover Scouts*, *The Rover Plan* and *The Road Ahead* and other books will put you in possession of the aims and methods of this section of the Movement.

The plain truth is that, except it may be in special circumstances, the Rover Scout's training should be completed by the time he has reached the age of twenty-five. After that age, he should be performing full-spate-time service as a Scouter, or else public service by doing his job, raising a family, some sort of social work, writing, speaking, local political or municipal service or even parliamentary political service, besides many other things.

He needs the old friendships and the old Group needs him, but this connection can be maintained through the B.-P. Guild of Old Scouts. If he still wants to come two or three nights a week to the Rover Den, or even once a week, he may be in danger of being one of that type of boy-men who refuse to grow up. They are a danger to themselves and to the State.

Groups that produce such men are failures, because the object of Scouting is to produce good MEN, not men who are not all there—incomplete—not fully developed. Good men expresses it better than good citizens; but a citizen must express his citizenship in the service of a fully developed man up to his stage of development. So, do aim at leading your Rover Scouts to appreciate this and to act upon it. Encourage them to join the B.-P. Guild of Old Scouts at the age of twenty-five, or, if circumstances prevent them from becoming active Rovers, at the age of eighteen.

It is recognised that a Rover Scout's first duty is to qualify himself for his walk in life because by this he can do better service to the community than by devoting himself to Rover activities pure and simple. The members of the Crew will tend to divide themselves into three sections.

- (i) Those who have established themselves in life and are doing service as Scouters in Troops and Packs.

These have a first duty to the Packs and Troops in which they serve and are not always available for the meetings of the Crew. It is not as a rule desirable for Scouters to be Rovers also, but it may well be a necessity to build a Crew on such an initial membership because no others are available. It may be the local custom for Scouters to be members anyway. Well, let it be so if it matters much to them, but let it be understood that the full obligations of active members of the Crew are not expected of them.

- (ii) Then there are the fellows who are engaged in studying for their careers. It is but just and well worthwhile to take a great deal of trouble to keep in touch with these Rovers. They get very tired and are but little inclined perhaps to work on the somewhat rare occasions when they can come to the Crew meetings. Give them a glad welcome and adapt your programmes to include them, for they also are preparing to do good service.
- (iii) Then there is the really active Crew, including Rover Squires and those Rover Scouts under twenty-five who have enough time free for definite Rover activities. Rover activities must be conducted according to a definite programme. We will leave you to shape your own, after reading the books named above, only advising that Rover Scouting to be successful should be Scouting for Boys as interpreted by men. They will need a higher efficiency in all those things which are done by the two Troops in order to qualify as Instructors or Examiners.

The Den.—It is absolutely necessary to have at your command a Rover Den where the Rovers may congregate whenever they will. The use of headquarters on one night in the week, or the limited use of any other room for that matter, is insufficient. If you cannot do better you must make shift with what you have, but use all the means you can employ to secure a Rover Den which shall be for the Rover Crew alone at all times.

This place should be furnished well and neatly and this can be done cheaply enough if some of the Rovers will employ their skill in making strong serviceable articles.

The Rover Leader.—Do not imagine that you are compelled to appoint a Rover Leader at once. It would be a mistake to appoint one hastily and you must wait until the right man happens along. He *must* be the right man. Until you appoint one, the Group Scoutmaster is deemed to be in charge of Rovers as he is of any other vacant office within his Group.

This Rover Leader should be a wise old bird, calm, not liable to fuss or interference, well-read, not a violent partisan but one to whom all Rovers will be able to come with their personal troubles and triumphs, for sympathy, and with their difficulties for advice.

His function is not to run the Patrols but to be the elder brother of the Rover Mates and Rovers under his leadership. Nevertheless, he should not sit aloof but join one or other of the Patrols in its activities by invitation. He is then just a brother Rover among Rovers.

Very likely you, yourself, will take this office sooner or later.

The Rover Mate.—Proved Patrol Leaders are good for this office. Usually the Patrol will elect such fellows. Let him work out his own plans and go to him for all the help that you need. The Second Mate carries on in his absence. Sometimes A.S.M.'s are in the Rover Crew as well as in the Troop.

Meetings.—These are a little difficult because Rovers are so often engaged in special studies which keep them occupied during odd evenings, so that it is impossible to arrange a night when all of them can come. Nevertheless it is well to have a set meeting night so that those who can may gather together and work and keep up the corporate life of the Patrol and Crew. The Den should be open always for any who care to drop in and *use* it as a club or do work towards earning efficiency.

There must be a definite plan of attacking Rover work and it is here that the Rover Leader and Mates get together and watch and plan progress. If this is not done Rovering tends to be merely a back door of exit from the Troop without definite resignation. The Sunday observance rules of the Group should be enforced by the Rovers upon themselves even more vigorously than they were enforced upon them when they were younger. It is not only a matter of personal duty but one also of leadership by example, for they will not easily realise how much their younger brothers look up to

them. Besides this, Sunday is the day in the week when the four sections of the Group are bound to see each other, to realise the corporate existence of the Group and when each individual member takes inspiration from the whole. In an open Group there is no particular reason why a Scouts' Own should not be held on any day in the week, but, obviously, Sunday is the best day. For the rest, Scout activities like gymnastics, boxing, swimming and hiking should be open to Rovers also. It is a good thing when Rovers direct some of the Troop activities as specialists.

Friendships.—As it grows from strength to strength—only, to ensure this, it must be founded strongly—Rovering will be more and more natural. A strong and well established Crew will be continually fed with recruits from the Senior Troop, although it will be more subject than the Troop to the drain of the departure of its members for other parts of the country or of the Commonwealth, not to mention the Services; and the marriage of some of its members will naturally give them less time to spend at the Den. The friendships formed there will be not the smallest part of the influence of Rovering, and the Rover Leader's genius will be employed to a very large extent in helping to form such friendships. He will himself be the friend of all of them. His influence on their characters will be great. It must be positive. Negatively it would be an opportunity lost and, rightly viewed, negation is positive evil. No one Rover can be without his influence for good or bad on all his fellows and it is their friendships which will be among the most effective tools to shape their characters. Remember that these are forming all their lives and are not so much the product of what they are taught or of what they inherit, as of what they think and do and say. The Rover Leader will do his little best and give a push here, will hold back there, will warn, talk straight and use his two great weapons (if we may consider them apart from the great comprehensive weapon of Scouting, which again is to be considered as the practical expression of a man's religion), of personal friendship and of helping in the formation of friendships between Rover and Rover. Truly, the Rover Leader should be a wise old bird.

Service.—The great necessity of Rovering is that it should involve the constant quest of Service. It must be no passing

ritual observation of the letter of the rule, but a real whole-hearted search for opportunities for service on the part of each Rover.

Each Patrol should have its definite service job. Each individual should have his also. It is the job of the Rover Mate, or of some other Rover to whom that job is allotted, to see that each one has his regular constant piece of service to perform. In addition, each Rover is continually alert to take any passing opportunities of rendering just service. If service and the desire to render service flag, your Crew is in the greatest possible danger. It is losing the very essence of Rovering. By all means get it back. Keep on preaching service and practise it yourself.

Rovers may serve as officers and instructors to the Troop or Pack. They may be Scouters, examiners for the district, temporary or permanent officers in other Troops. As time goes on, more and more public service will be open to them and it would be a great day for this country if all our public servants, of whatever party, were Rovers or Old Scouts. At all events a dead set must be made on the quest of service which goes on for ever. If the service is rendered at some sacrifice, so very much the better.

The Training of Scouters.—We hope you make a point of appointing Scouters from the ranks of your own Troop, if circumstances permit.

The Rover Crew will be an excellent training ground and you may perhaps have a patrol which is specially devoted to the work of training for warrant rank.

But do not admit any special seniority, except that of rank in office or on parade. You will need to select your Scouters for their personal worth even more than for their certificated qualifications, and you may sometimes desire to appoint an A.S.M. directly from leading a Patrol in the Senior Troop. Apart from Gilwell, preliminary or other course training, the training of a Scouter should involve the trainee's working with an A.S.M. in all his tasks, with the S.M., with the Quartermaster and O/C in camp. After that he should superintend the work of two Patrols, not as superseding the P.L.'s but as their special A.S.M. and should spend some time at Pack meetings with the Cubmaster. Then he should perform all these functions himself, but under supervision. He should

be taught how to instruct for every Scout badge up to the Queen's Scout and should conduct a Scout's Own and a Cub's Own. He should run the Troop games for a time and should be practised in getting immediate silence and tense alertness in the midst of confusion and noise. He should spend some time with the Troop Secretary so that he may understand thoroughly the internal economy of a Troop or Group.

Standard of Efficiency.—Do not forget that a Rover starts from the first class standard and your Rovers should not be fully admitted to the Crew until that standard has been reached. Naturally, physical disability will exempt a Rover from impossible tests just as in the case of Scout tests. A much higher standard of proficiency is expected, so that a Rover who studies ambulance, for instance, is expected to master the St. John Ambulance test and is thereby well qualified either to render first aid or to instruct a class of Scouts. See that the standard is maintained and that there is always at least one thorough course of instruction current at the Den, or elsewhere.

Debates and more informal discussions are very useful. Do not let anybody speak too long; let your chairmanship be strict, but bring humour in to modify the desperate oppositions which sometimes grow out of little differences. Never laugh at a youngster who is in earnest. Laugh with him or keep solemn. Discourage pointless arguments and the fellow who opposes some point of view for the sake of argument alone. Such arguments never did any good; victory in such a case silences the opponent but never converts him. Argument for argument's sake is one of the world's most objectionable selfishnesses. It is ill-mannered and really hurts the victim, besides wasting more time than this busy world can spare. Beware lest your debates produce such a miserable type of manhood as the arguer for argument's sake and discourage him badly if he develops.

On the whole we vote for fireside discussions rather than debates, and reading circles on useful subjects, such as citizenship, local history, or anything else in which the Rovers are likely to be interested.

Camping.—A great deal of the Rover camping will be in Patrols or in two's or three's as week-ends are available. They are quite usually hike camps. Encourage them by all

means, but if you run a closed Group it is as well to set some limit, else the patrol loses touch with its centre during the summer and neglects the proper observance of Sunday. In our Group Patrol camps are only allowed once in each month. You will do well if you can push the practice of hike camps until it becomes the tradition of the Group that one always hikes to camp.

Encourage each Rover and each Patrol to equip themselves lightly and thoroughly so as to be able to move anywhere at short notice and to set up a wayside camp. If the Rovers take a pride in it and set a high standard it will have a very noticeable effect on the standard of camping throughout the whole Group.

Recruiting from Outside the Group.—One is always glad to welcome recruits to Rovering as well as to the other sections of the Group. It depends a great deal on circumstances, but it is generally wise not to allow the newcomers to outweigh the Rovers who have passed through the Troop.

You will need to be ready with suggestions for definite schemes of outdoor work for the summer. Among such are:—

- (1) The tracing of Leys, as suggested by B.-P.
- (2) Mapping the footpaths of your district or even of your county.
- (3) The hunt for camping grounds.
- (4) Planning Troop hikes and wayside camping grounds.

Indoor and standing local activities will develop as time goes on and according to your Rovers' spirit of service.

CHAPTER XI

THE B.-P. GUILD OF OLD SCOUTS PARENTS' ASSOCIATIONS A PLACE OF YOUR OWN SCOUT CENTRES

THE B.-P. Guild of Old Scouts comes next in succession as your Rover Scouts grow older and are fully trained members of the community.

There have been Old Scouts' Associations throughout the life of the Movement, but the Guild was launched in 1948 as a world-wide effort to celebrate worthily the fortieth birthday of Scouting.

Old Scouts are banded together, and so their work and influence for good is stronger and more persistent. See that you get a Branch established in connection with your Group as soon as you have old scouts eligible to join. I should like to draw attention to the fact that the emphasis lies:—

first on the Scout Promise and Law;

secondly, on living that Law in our lives; and

thirdly, and only thirdly, on helping the cause of Scouting to the best of the Old Scout's ability and inclination.

The removal of the suspicion that the Old Scout scheme was a trap to inveigle those interested into full-spare-time Scouting activity worked wonders. The B.-P. Guild is a much greater success than the old attempts to form Old Scouts Associations.

It is an international effort originally fostered as a special effort to celebrate the 40th anniversary by the International Conference. The name of B.-P. is powerful on the continent.

The G.S.M. is the liaison between the Branch of the B.-P. Guild and the Group. Permission to form a Branch has to be sought from the D.C. and L.A. Once formed, the Branch is autonomous and runs its own affairs, although the D.C. has the right to close the Branch if it should be in any way

unworthy of its origin. It should not occupy the energies of any Scouter of the Group.

It is a mistake to urge it to meet too often, twice or four times in a year is suggested.

They will come together also on great Group anniversaries, when there is a Troop Show, but by invitation and not by constraint.

They should receive Group news, either through the magazine, if there is one, or by those periodical circular letters which a G.S.M. finds it necessary to send out.

They do not wear uniform and are not part of the Group, but there is an Old Scout's badge for wear with civilian clothes.

They should not be besieged with requests to take up this or that work, but many of them will volunteer and you will get good service from them.

Parents' Associations.—In these days you are bound to have a Group Committee or, as many call it, a Parents' Committee. It is part of the organisation. Its duty is to undertake the business side of running the Group, leaving the Scouters free to concentrate on training. The G.S.M. is Chairman or else the liaison between the Group Committee and the Group. It is good to have a layman as Chairman, so long as he understands his job. An Old Scout who is a father of one of the boys is a good candidate. This Committee should hold the Group property in Trust.

Freehold property may be offered to the Boy Scout Trust Corporation to hold in trust. The advantage of this is that it avoids the necessity for appointing new Trustees when a Trustee dies or goes out of the country. Very awkward situations have arisen on some occasions when, for one reason or another, individual trustees have not been available when some urgent action has had to be taken. The Trust Corporation is permanent and not subject to difficulties of this kind.

Group Committees have been known to become a nuisance and to interfere with the proper running of the Group or one of its sections, but no Scouter need be afraid of them for this reason because all these troubles can be avoided if only they are started with a clear understanding on both sides, and affairs are conducted openly, in perfect confidence and friendship on the part of everybody concerned.

That which is written above is not a digression from the subject because it is obvious that those Parents and friends of the Group who are keen enough to be members of a Parents' Association are likely to be the most useful people to elect or appoint to a Group Committee.

The Parents' Association is not an official body, but it is a very useful one. All Scout parents and some friends may be invited to join. The Group Committee may use it in order to raise funds. They are the people who buy tickets for your shows, who interview new arrivals in the neighbourhood with a view to bringing in recruits. They are your local public opinion and may be enlisted with the members of the B.-P. Guild of Old Scouts when there is occasion to present your point of view to the Local Authority. They arrange social events among themselves. You may find among them many specialist helpers for badge instruction and examination, for electrical, carpentry, building and other work. Solicitors, architects and other professional men among them will help you when you have occasion. They will help you to find the right employment for your boys when they leave school. They will help you to entertain visiting Scouts from other countries or from other parts of our own land.

If yours is a sponsored Group, sponsored by a Church, those who are members of its congregation will give you powerful help in its counsels. You may do a good turn to those who are not, by attracting them to become members for the sake of their boys.

By all means have a Parents' Association for the great happiness of its members, for their powerful assistance to your Group and to the great strengthening of the work which you are trying to do.

A Place of Your Own.—A Place of your Own is no unfit subject for inclusion under this chapter heading, because your Branch of the B.-P. Guild of Old Scouts and the members of your Parents' Association will be your natural helpers in securing and preparing your own headquarters.

You will probably have to curb their enthusiasm so that the boys themselves may be permitted to do their share both in the work of earning money for the place and in that of abouring to build or to decorate it. It will be a good opportunity for getting across to the parents the idea that the

boys should be entrusted with work and responsibility. This is a very necessary lesson to parents and boys in these space-age days.

This is where the mere existence of your Parents' Association will help. Parents are more likely to let their boys try their own wings, more likely to let them grow into manhood, if they may be closely associated with their Group and, as it were, grow up again with them.

But this place of your own is a real necessity.

Some out-door stunt or some indoor organised work or recreation should be available for volunteers every evening. Let Scouters and sometimes Senior Scouts or Rover Scouts divide the week between them, so as to be available when required. Encourage Patrol meetings at other times than those of the Troop meetings.

A Place of Your Own has many other things to recommend it—those Patrol corners—the furniture and decorations that are your own and which themselves become a part or a trophy of your traditions—the real home—the power house of Scouting for your area.

Imperial Headquarters has a pamphlet entitled *A Place of Your Own*. Read and consider it. You will find in it a note of how the Grants Department at I.H.Q. can help you.

New housing estates and new towns are apt to be planned without a thought for voluntary associations such as ours except the provision of a youth centre for general use. Schools are provided for, and Churches if they fight for it, but not the Boy Scouts or any other such organisation.

For this purpose Scout Districts and Counties have to fight with the planning authorities, but you may be concerned if one of these new estates is planned or built in your particular area. Your fighting platform will be the Local Youth Committee, and that is a very good reason why Scouting should be represented on these youth committees and an excellent reason why you or your District should co-operate with them. Your plea may be for the preservation of some suitable building within a scheduled area for the provision of a site for a hut or a headquarters of some kind to be built.

Participation in the use of a youth centre will not do, because we want our headquarters to be available every night in the week.

So, get your Group Council and Group Committee busy with the idea. Enlist the help of your Parents' Association. As soon as a real start has been made with collecting funds and making estimates, seek the advice of the Grants Department at I.H.Q. As the scheme goes ahead, bring in those members of your Branch of the B.-P. Guild of Old Scouts who are able and willing to help according to their several abilities.

And remember that this headquarters must be as good as you can make it—roomy, comfortable, spacious, warm, airy, well equipped, with a piece of ground attached if possible and with space for development in case of need.

A Scout Centre.—Every Headquarters is a Scout Centre in one sense. Roland House is certainly one and a real power house for the whole of its area.

Somers House is another.

As well as being a memorial to our second Chief Scout, Somers House, like Roland House, aims at being a real Scout Centre where every sort of thing goes on that will help the cause of Scouting. There are places for Residents who will undertake to do Scout work in the neighbourhood.

Baden-Powell House was opened on 12th July, 1961—the Movement's memorial to its founder.

The boys in overcrowded residential areas need Scouting very badly for reasons which have been sufficiently indicated and experiment has proved that the Scout Centre, provided with accommodation for Residents, is the best means of helping Scouting in such neighbourhoods.

It is to be hoped that there will be many of them as time goes on, but they must be well founded and capable of running themselves with the help of their friends. Wherefore, if yours is a crowded neighbourhood, you may do well to see whether your Place of Your Own may be also a Scout Centre in this sense. Don't plunge into it. Consider it with your District and County Commissioners and make sure that you have the right man to run it when it is complete.

At least, do your best to support and to secure support for such places. Regular subscriptions are always welcome and they are always very fit objects for the collections at Scouts' Owns, and in particular, for District St. George's Day Services.

Sponsoring Authorities and Priest Scouters in crowded

neighbourhoods where there are Clergy Houses might do very well to consider offering accommodation to one or two laymen who would undertake Scout work in the Parish. They would thus solve their Scouter problems and perhaps secure some advantages for their little communities.

There can be no doubt about the great advantage to a Scouter and his work, of living among the boys with whom he is working.

Many young men come to London and to other large centres of population every year, for the purpose of earning their living or of attending universities or other classes in order to qualify for their professions. These often find it very difficult to find places in which to live in reasonable comfort and at an expense which is not beyond the compass of their purse.

Many of them are Scouters or potential Scouters. Scout Centres or perhaps accommodation in Clergy Houses which has been suggested, would appeal to them very much. A Scouter who lives in a crowded district and who has a room to spare might well consider offering a home to such a guest.

It is submitted that these are certainly the best ways of solving the urgent Scouter problems of the inner districts of our large cities.

Sometimes dwellers in the suburbs may be persuaded to travel long distances to fixed Troop nights in districts which need them badly, but their work can seldom be as effective as that of the Scouter who shares the lives of his boys.

CHAPTER XII

BOOKS TO READ

READING is so much a part of a man, that is, of his character, that we make no apology for devoting a chapter to the subject. We offer quite modestly a few suggestions of books that will be helpful.

You have better authority than ours for believing that a man who will read constantly over a period of years will give himself a liberal education. Education, that is, in the narrow sense of the term, which denotes the mere acquisition of information.

A Scoutmaster has but little time for reading; but he will do well to make a little, even if he has to read in bed; for it will soothe his sometimes harassed nerves, it will keep his ideas bright and ready to lead the vivid imaginings of his boys, it will help onward his story-telling abilities; and it will be travel on the road of mental development, along which he has to lead his boys in tribute to their threefold composition of body, mind and spirit.

To begin with he should read his Bible. We do not talk overmuch about our religion, but we all recognise it as the essence of Scouting. It is our job to lead in this as in all else, and however efficient are the arrangements in our Group for the teaching of religion, it is still our part to know all about it. For the same reason we must read the Church Catechism or whatever other handbook or books are recognised by the Church to which our Troop is attached, but read the Bible also for the wonderful dramatic tales of the Old Testament, and the vivid teaching and phrasing of the whole. You can get the *Apocrypha* at the S.P.C.K. These are wonderful books to read from this same point of view. We need not remind you of the exact value at which they are esteemed by the canons of the Christian Church.

The other essential books are:—

<i>Scouting for Boys</i>	<i>Boy Scouts</i>
<i>The Wolf Cub Handbook</i>	<i>Wolf Cubs</i>
<i>Rovering to Success</i>	<i>Rover Scouts</i>

—constantly to be read.

Your daily newspaper, *The Scouter* and *The Scout* will keep you in touch with the worlds of men and of boys.

Serious Reading.—Your own particular studies will dictate what this should be, but it is well to keep some serious reading always at hand. Apart from this, real studies in badge subjects will provide as much as you need if you follow it far enough to satisfy yourself that you are sufficiently interested to remember understandingly, and that you remember enough to talk to be understood, when you are teaching that particular subject. It is wonderful how teaching helps you to learn.

You will have the privilege of helping to form the literary tastes of your boys; you will have to discuss books understandingly with your Rovers. The above, plus general reading, will enable you to do this. General reading is too big a subject for comprehension in one short chapter, but we are just listing a few books which will help you.

It is most desirable to have a Group Library. This may be started in a very humble way, with suitable books begged from your friends. It is most remarkable how quickly it grows. If possible, there should be a separate room devoted to the library and other quiet pursuits, but it may begin in an odd bookshelf or cupboard.

There should be a librarian and assistants. It is an excellent plan for the librarian to be a Parent or Old Scout or just an interested layman, but he must be interested in and knowledgable about books. Assistant Librarians may be drawn from either section of the Group.

Scouts should become members in the ordinary way and there should be a library system on the model of the public libraries.

We hope you have and cherish a library of your own, but, if you do or not, this Group Library may be used by you and your Scouters in the same way as by the boys.

The library is a good informal meeting place, and conversations with individual boys as they search for their next

book will provide you with opportunities of helping to form their literary tastes.

The more you read, the more you will be guided to read. It is good to read nothing but what you can buy and put on your shelves. You then read it more thoroughly and treasure the book more carefully. Encourage your boys to do the same. The boy can begin by building a bookcase to fit his own particular corner at home, and the books may be obtained by two means:—

- (1) At second-hand booksellers, where there is much good hunting.
- (2) By purchasing any of the excellent 'paper-books' and cheap reprints of the classics that are now issued.

The classics have justified themselves, and their less worthy contemporaries have not survived their generation. Modern books, are as yet, undivided into the worthy and the unworthy, except in some few outstanding cases.

It is a good plan to take a good review—probably *The Times Literary Supplement* is the best for general purposes—and join a good public or private library.

The writer has found it good to subscribe to certain book clubs which specialise in reprints and to work solidly through everything that is provided. In this way you get a good cross section of modern books.

There are the Penguin Books and similar books, but their binding is scarcely suitable for inclusion in a boys' library.

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They offer a good many possibilities, however, if you can run bookbinding as a handicraft.

To get a wealth of material for stories, and to build up a system of romantic inspiration for teaching the practice of chivalry, read:—

<i>The Morte d'Arthur</i>	Sir Thomas Malory
<i>The High History of the Holy Grail</i>	
<i>Histories of the Kings of Britain</i>	Geoffrey of Monmouth
<i>Arthurian Romances</i>	Wace
<i>Brut</i>	Layamon

All of which may be obtained in Everyman's Library.
The Book of St. George King's Classics

This is rather strong meat and cannot be devoured at a sitting but you can include it in your serious reading. All of it is not suitable for boys. Try to make your camp fire stories romances which will appeal to the noblest instincts of your boys, which they will hide in their hearts but which will inspire them to ride errand as they go about their daily tasks, and do good turns as a necessary matter of high endeavour. And this, not as a dream pretence, which will crowd out the practical things of life, but as a very real practice accompanying daily duties, strengthened by a hidden motive, which does not supersede but *applies* the high aim of Scouting as the translation of a boy's religion. It is just another angle of approach. In all such things you will need to be careful to emphasise the fact that it is an illustration of the Scout Law, and not an alternative. But any appeal to the romantic side of a boy's nature will sink in.

If you want to emphasise the parallel between knighthood and Scouting you will find a great deal to help you in the knighthood ceremonies in *The Scottish Chiefs*, *Hereward the Wake*, and *The Brethren*. You will have to gather a great deal about the lives of damoiseaux, pages, and squires from your general reading; notably from the following books, which are listed, as indeed are all in this chapter, not only for your own personal pleasure, but from the point of view of their appeal to your boys through you.

<i>The Brethren</i>	H. Rider Haggard
<i>Hereward the Wake</i>	Kingsley
<i>Ivanhoe</i>	Scott
<i>The White Company</i>	Conan Doyle
<i>Sir Nigel</i>	Conan Doyle

Read Helen Cam's *England before Elizabeth*; Trevelyan's *History of England* and *English Social History*; Pelican *History of England* (8 vols.), *from Roman Britain to 19th Century*; *Historical Novels* by Margaret Irwin, D. K. Broster, Marjorie Bowen, Alfred Duggan, and John Masters; and fortified by these read any historical novel. The best are Scott's. This is in order to form a power of visualising events, and re-telling them to yourself or to your boys. You are not a teacher of history, but your yarns will help their citizenship, part of which is loyalty, and affect their characters by inspiring them to emulate the best that has been done by their fore-

fathers. It is something also to be able to amuse them quietly, or to make your stories the bases of new games. Do not neglect to include:—

<i>Rewards and Fairies</i>	Rudyard Kipling
<i>Puck of Pook's Hill</i>	Rudyard Kipling
<i>Rodney Stone</i>	Conan Doyle
<i>Micah Clarke</i>	Conan Doyle
<i>Lorna Doone</i>	Blackmore
<i>Tower of London</i>	Ainsworth
<i>Old St. Paul's</i>	Ainsworth
<i>Jacob Faithful</i>	Marryat
<i>Peter Simple</i>	Marryat
<i>Midshipman Easy</i>	Marryat

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For sheer word mastery and power of story-telling read everything of Kipling's. You know *Kim* already. Read the *Jungle Books* as religiously as your *Wolf Cub Handbook*. *Puck of Pook's Hill* is sheer glory. It makes you one with the countryside. It is simple and true, and yet it takes you gladly into the depth unfathomable in which you dream great things. It is better to have written that book than to have led armies.

Rider Haggard is good, and *Nada the Lily* and parts of *King Solomon's Mines* are well worth reading from the point of view of the side-lights on South African history. These and Kipling's Indian stories, and whatever you can get of history and story about Australian Aborigines, and the Maori of New Zealand will give you a wondrous stock of trail stories. We beg that you will not go outside the Commonwealth and over-emphasise, even if you read, the Red Indian stories of America. In a Commonwealth and a homeland with such a history and such traditions as ours, and with such varied races, we have no need to turn our Scouting into playing at Red Indians, and surely we have no need to borrow American slang!

No man in touch with boys dare leave Robert Louis Stevenson out of his reading. And of more modern authors, all of whose books we would recommend, are John Buchan and C. S. Forester.

For practical Scouting you have only to turn to the list of books published under the official sanction of Headquarters. Do not neglect the books quoted in *Scouting for Boys*. When you go in for your Wood Badge in all probability you will be given a list of books on practical Scouting subjects.

Read for their side-lights on the Bible narrative, and on general history:—

<i>Ben Hur</i>	Wallace
<i>David, the Chief Scout</i>	R. T. S.
<i>Pearl Maiden</i>	Haggard
<i>The Eye Witness</i>	Hilaire Belloc
<i>The Gladiators</i>	Whyte-Melville
<i>Heroes</i>	Kingsley
<i>Asgard and the Norse Heroes</i>	(Everyman's)
<i>In the Morning of Time</i>	King's Classics
<i>Theras, the Athenian Boy</i>	King's Classics
<i>Hypatia</i>	Kingsley
<i>The Cloister and the Hearth</i>	Reade

Biographies of various heroes from any public library.

Read Daniel Defoe's books for convincing truth in fiction. They paint imaginary events into a background of ascertained but not of experienced fact, and the thing is thenceforth true. And it is a true picture of the times and place, though not necessarily true history.

You will need biography, and you will find a splendid selection in any public library.

If you can, add an encyclopaedia to your library, and get a good dictionary of derivations. You will find the origin of words a fascinating study, which will lead you to many facts in our rough island story.

In this chapter we have but touched the edge of the vast sea of books which you would like to read and which would help your Scouting, and that of your boys.

You need not follow these suggestions, but, whatever your choice of books may be, they will lead you to seek an ever widening field of reading. Whatever you read will help your understanding, and by extending your sympathies will help your powers of leadership. Consult your Public Librarian on the trend of reading.

CHAPTER XIII

THE TENTH SCOUT LAW

SOONER or later you are bound to be up against some problem in connection with the most difficult part of the Tenth Scout Law. This is true even if you shape all your efforts to avoid it. But if you do try to avoid it, we think you are shirking a very important part of your responsibility.

If you are trying all you know to equip your boys for their jobs in the world, to turn out good citizens, you are trying to train them in all three parts of their being—in body, mind and spirit. You are trying to get them to realise that they are scouting all the time and that the Scout Law is to supplement all other influences, even those of home, school and church.

It is your responsibility, using every other influence, or rather trying to be with them in the midst of every other influence, to give them the best you can, freely and without reserve. In this matter you can see that they do not grow up without warning of the temptations that are certain to assail them.

You must face the question of seeing that they get a measure of sex instruction in such a way that they see the whole matter in its true perspective, and in such a way that they will come naturally to you or to the one who gives this instruction when they have need to talk about these things.

First of all, you must yourself get a sane view of the matter. Don't be obsessed by it and don't act and think as though the Tenth Scout Law dealt with this matter alone or as though this were the only lust of the flesh referred to in the Church Catechism. If you have reason to think that you yourself are not fully instructed or have exaggerated views on this or that aspect of the problem, go to your doctor and ask him what books you should read; consult your District Commissioner.

We are dealing with ordinary boys in the sense that our boys are just as liable as any other to experiment with new sensations; but a Scout is or should be something above the ordinary boy in his self-discipline and his general standards of thought and character. We are not forgetting that there are other agencies for helping boys, but most of us would not be in Scouting if we did not believe it to be the best means of helping them. A great deal depends upon whether a Scout has been informed of sex matters, by whom and how. The danger is that he may indulge in self-abuse from ignorance. We do not think he would deliberately choose sexual indulgence in any form if he knew enough when first the temptation came to him to recognise the danger, to know that his was not the first case of the kind, to know that he might talk frankly about these things to his father or to his Scouter.

In all this matter, let there be a healthy approach to the subject, no prudery, no obsession, no exaggeration of consequences, and don't treat temptation as a crime. All problems in Scouting may wisely be referred back to *Scouting for Boys*. *The best man to speak to a boy on this subject is his father*, although most fathers shirk the responsibility. It then falls upon you or upon some other man to whom the whole Group goes in its difficulties. It may be the clergyman. More often than not it is the G.S.M.

But—and here at least is the part of the Scouters of the Pack and Troop—sex instruction will be quite useless and may be dangerous if it is not given in the right atmosphere, by the right man with the right knowledge of this particular boy's character.

Each boy must be known and treated as a separate individual from every other. His case must be thought out in the light of his S.M.'s or G.S.M.'s thorough knowledge of his character when the time comes for a special frank talk of instruction.

Remember that it is easily possible to overestimate the menace of these temptations to our boys. A Scouter must see things in due proportion because he must look wide. It would be a great shame to us if this matter were neglected and we should not be doing our duty to the boys who are in our charge, but we can do a great deal of harm by over-emphasis.

We said that instruction on this subject must be given in

the right atmosphere. If the right atmosphere is there, the specific instruction will follow as naturally as the day follows the night and, at the right time, the right attitude will develop with very little specific instruction indeed.

It is safe, in most of our problems, to turn to *Scouting for Boys*, the *Wolf Cub's Handbook* and *Rovering to Success*, even sometimes to P.O.R. These will help us to create the atmosphere. They must be assisted by our own characters, outlook and habits; because we shall only get across to the boys the influence of our habits and thoughts in spite of what we may say. Apart from these, the creation of the right atmosphere is to be achieved by following the lines and the spirit of our handbooks thus:—

- (1) **A Scout must have some religion.**—The religious atmosphere, definite instruction, unselfishness, self-dedication, all predispose the boys to regard their powers and gifts as something holy when they are manifest to them.
- (2) **In the Wolf Cub Pack.**—The Cub Law and discipline. Akela's perfect friendliness, truth, and frank answers to questions. The Cubs' Own. The teaching of cleanliness. Exercises and learning to be strong; the Cub's responsibility for his own health; first aider badge; athlete badge and TRAINING. Exploring and nature study. Watching propagation of species in a pond frogs? fishes? Mating time among the birds, nests, eggs. Chickens, eggs and 'sittings'.
- (3) **In the Scouts.**—
 - (a) The Scout Law, particularly the Fifth and the Tenth in connection with the subject under discussion. The application of the Ninth Law to this subject can be introduced later if there is occasion. The Tenth Law should not be taught as though it referred to lust alone, but due emphasis should be placed on all other subjects of cleanliness. The First, Second, and Seventh Laws are not foreign to the subject and the Sixth Law may be used to encourage:—
 - (b) The keeping of pets . . . breeding.
 - (c) Second Class. First aid. exercises, the Scout's

responsibility for his own good health, the desire to be strong, TRAINING, thrift.

- (d) First Class tests. Swimming, thrift, first aid, camping, responsibility for recruit and younger Scouts in general.
- (e) Ambulance-man and other proficiency badges.
- (f) Gymnastics, sports and games. Shower baths if possible.
- (g) Camp. The rule to wash all over at least once every day. Decencies observed in latrine construction. No false modesties allowed. The S.M.'s opportunity for confidential talks, NOT necessarily on matters of sex.
- (h) The S.M.'s personal relations of confidence with his Scouts, so that they come to him with every problem and are prepared to come also with sex problems if and when they trouble them.
- (i) The Scout's Own.
- (j) The Library.

If it falls upon you to give this instruction, remember that it should be simple, frank and complete. It must be individual instruction, but the atmosphere is a condition precedent to instruction and the atmosphere is built up deliberately of all the things (most of which are listed above) that go to make 'tone'. Many of the things comprising atmosphere must be taught or practised collectively; definite instruction in these matters must be individual.

Atmosphere is a Group cultivation. We must begin to build it as soon as the boy joins the Pack. Without it, it may be better never to think of giving specific instruction. Definite sex instruction may be a great danger without the right atmosphere.

Don't try to shirk the job by obtaining literature for the boys to read.

You will know whether you are the right man to undertake the job.

The boy's father is always the right man if he will do the job.

Don't be fussy about it. Don't be shocked. Don't get the subject out of its due proportion in our minds; there is quite as much danger to our boys in riding bicycles along main roads.

Keep and cultivate your sense of humour.

It is not only in order that you may help each boy to keep the Tenth Scout Law that you must aim at knowing him thoroughly enough to be, as it were, inside his mind: but you should understand the infinite variety that goes to make up his character.

We need to remember that the game of 'Scouting for Boys' has to be played seriously by the Scouter. One of the underlying ideas of Scouting for Boys is that we are to begin working for our ultimate aims as soon as each boy joins the Pack or Troop. The boy whom we train in body alone, in mind alone or (if there were such cases) in spirit alone, is not complete.

Moreover, we think that these different sides of training interact, and that good training of body, mind and spirit, based on Scouting for Boys, together with insistence on the fact that Scouting is not to be put on or off with uniform, but is a matter for every minute of every day and night, makes it much easier to deal with this or any other special problem.

If we remember that there are other urgent problems like employment, fitness for it, the use of leisure, spiritual questions, emotional conversions and a host of others, it will help us to get this one into the right perspective.

Truly, there is much to be done in a short time, but we get all the time there is. It is the compelling power of the boy himself that makes us find the time for thought and speech and action and which brings us at last to that quality of humility with which we should begin.

CHAPTER XIV

SOME MODERN PROBLEMS

IT was always prominent among our duties to prepare our boys for their careers, to help them to obtain jobs, to avoid dead-ends and to provide for the right use of leisure. It was and is our responsibility if only because the majority of the boys' parents either rely upon us for our advice and help or else leave the boys entirely in our hands.

It is all the more important that the first steps in the qualification for the chosen career should be taken before the age of eighteen and that the school-leaving certificate or General Certificate of Education should be passed, in every suitable and appropriate case, before school is left behind. That first year of Senior Scouting must be planned so as to hold the boy's interest firmly so that he is eager for the next meeting, and to provide him with real recreation, while not interfering with his work for examinations.

It is a good rule in every Scouting problem to turn back to *Scouting for Boys* to see what guidance we can find.

If you really are anxious to give your boys the very best that can be given to them in order that they may be made fit to face the problems and undertake the responsibilities that are the inheritance of this and the next few generations, you are soaked in *Scouting for Boys* already.

We believe you will arrive at something like the following conclusions:—

- (1) The best that I can give my boys is character.
- (2) This will be acquired not so much by what I teach as by what they practise.
- (3) I have them only for a few hours each week. Home and school and work and other influences have a far greater share of their time.
- (4) Therefore, remembering that it is the *game* of Scouting for Boys, it must be played so wholeheartedly that Scouting will be powerful to supplement and permeate all other influences.

- (5) I must start by 'making it so' with myself.
- (6) I must go on by realising that a boy is made up of three parts, his soul, his mind and his body. I cannot ignore one or two parts of him and hope to help him to acquire either a spiritual character, a physical character or a mental character. His character must be a compound of the three and if either is undeveloped by practice, he will be a crippled character—just as verily as if I were to concentrate on developing one leg and to allow the other to become atrophied from lack of use—and the fault must not be mine.
- (7) To do this I must secure the co-operation of each boy from the moment when he first comes under my influence.
- (8) He comes into Scouting for 'a good time'. I must give it to him, and in doing so I must discover to him that religion is a happy thing, the joy of service, the pleasures of the acquisition of the power to serve (a good motive for the study of Scouting and Proficiency Badge subjects), of discipline, of strength, of knowledge, of ability, of the love of God and of the brotherhood.
- (9) First things will come of the teaching and practice together of our religion: Happy Scouts' Owns, which I lead or where I am myself; going together to Church; making this obviously the very centre of our Troop life; looking for and organising corporate acts of service; the encouragement of good turns.
- (10) All of it must be wrapped up in romance and activities. He must do things for himself in an atmosphere of romance. This brings with it the need for programmes and will entail the careful preparation of details by myself and my A.S.M.'s, and the constant maintenance of cheerfulness.
- (11) Discipline is more than ever necessary, for we have to build MEN in a difficult age when do-as-you-like-and-be-a-man-of-the-world is the teaching and practice of many leaders of youth.
- (12) Scouting must be OUT OF DOORS as much as possible. Wherefore I must lead the way and plan exciting

games and explorations. Thus only shall I lead the boy to appreciate the superiority of the happiness of self-made occupation to the pleasure of distractions served up by other people at the cinema and other places of resort. There must be always something to do out of doors. I must help them to begin in the Cubs to use that desire to be strong and continue it in the Scouts. Methods:—Practise and preach the rule of health in *Scouting for Boys*; regular exercises; measurements to shew progress in growth, muscle making and weight, say every month; hikes; swimming; first class practices in the games and stunts; camps; no mention of Second Class or First Class until—'Jack, I think you might now pass your . . . test'; introduce Queen's Scout badges and badges that help towards First Class in games and stunts. So shall we have more First Class badges.

All this is by way of getting the general attitude to modern problems. After all, it is but getting at the realisation of what is in Scouting for Boys. If we acquired this stage of the vision of its meaning before we came into the Movement, it is probable that we might be frightened out of our intention, but here we are. This is the job of service to which we have been called, and it is a glorious job and well worth doing. At least, we must try our best to do it. It is a just reflection that the good Scoutmaster doesn't try to do everything himself, but gathers people in to help and trusts things to them. After all, if we do lots of things like this, we cannot help but use our A.S.M.'s and Patrol Leaders. That is half the battle, and it is Scouting for Boys. Preach efficiency in order to help other people more effectively. That will serve to introduce Proficiency Badges as well as the Scouting badges. Preach hardiness and the choice of the harder way, the lifting (within reason) of the heavy burden, the seeking of punishment when deserved, the making of reparation when an injury has been committed wittingly or unwittingly, the manliness of making apologies when they are due, the daily good turn. Preach that First Scout Law, particularly the fact with all its implications that the honour of all who have gone before us is in our keeping.

We hope we have established the facts that character will

be built by the practice of Scouting, that the guide to Scouting is *Scouting for Boys*, that our interpretation of it will depend upon our own absorption of its principles, that principles are absorbed by practice, that there are the three constituent parts of the boys to be trained, that Scouting must be out of doors as much as possible if it is to retain its attraction, and that first class training begins from the moment when the Tenderfoot Test has been passed.

Preparation for Employment.—Just as First Class Badge training begins from the moment when the Tenderfoot Test has been passed, so preparation for employment begins also. It intensifies the need for the Scoutmaster to study each individual boy. As his character develops his aptitudes must also be studied, the nimbleness of his brain and his mechanical ability. The Scoutmaster must draw the boy out in talk and discover his inclinations, apart from his passing ambitions.

If you are to do your job effectually, you must try to know personally the head teachers of the schools that your boys attend. Discuss the boys with them. This must be done as soon as the boys come under your charge or else it will be too late. If the Cubs are not passed up to your Troop until they are a certain age, begin to take a personal interest in them, in concert with the Cubmaster when they are a little younger. We guarantee this as a very effective means of overcoming that tendency to drift between the Pack and the Troop which may still exist. It brings you into direct contact with the boy and his parents.

This contact with his parents, and the right to 'butt in' on all sorts of matters affecting the boy, must be maintained. You must be a kind of godfather. You will have discussed the dull boy with his schoolmaster; discuss him also with his parents. You will be able to discover some special aptitude by means of experiments with Proficiency Badge work and 'things to do'. Thus you will be able to advise technical training at some simple craft like shoemaking and repairing or develop aptitudes by progressive encouragement to try for this or that Proficiency Badge.

Special training is more than ever necessary to the boys nowadays and the very act of trying to learn more is very good discipline. Eventually our boys will all stay at school until they are sixteen.

That brings us back to the necessity for good, thought-out programmes, out-of-doors, on the lines of *Scouting for Boys*.

Getting the Job.—The Youth Employment Service will assist boys to get a satisfactory job but by all means get in touch with all the business men to whom you can make or obtain an introduction, who live or have their businesses in your neighbourhood. Try to obtain the privilege of sending boys to fill their vacancies and to get their interest in what you are doing to the extent that you may seek their advice when their experience seems likely to be able to help. You may have some of them in the B.-P. Guild of Old Scouts.

You may be asked to provide a reference when your boys apply for their first jobs. This will enable you to get in touch with their employers and perhaps to seek news of what progress they are making, how their prospects develop and to discover what special subjects they ought to study. It will also enable you to extend your list of employers to whom you may send boys.

Never be led away by the desire to help the boy to get a job into giving a reference that is coloured by this desire rather than by a knowledge of his character and aptitude. It should be a point of honour only to recommend suitable boys.

The dull boy and the awkward boy are special problems and need a great deal of constant care. If you seek earnestly, you will find sympathetic employers who will try to help you in such cases, but you must tell them all that you know and perhaps a great deal of what you fear. If you put such a boy in an unsuitable situation or one in which he will have the chance of letting down an unsuspecting employer—as well as Scouting in general—you may close that avenue of employment for ever and you will certainly have given a very sad impression of Scouting.

You should have available information on Commonwealth migration; the means of entering the Services, and about other interesting careers.

However perfect your organisation may be, use the Youth Employment Bureau. Keep in touch with the officers of the Bureau and talk things over with them. They will be glad of your sympathy and will give you all the help that they can.

Ask the responsible Youth Employment Officer to address your meetings occasionally and, if he will, get him to nominate, or himself to be, a member of the Local Association.

Keep on Keeping in touch with your boys and their employers until they are successfully established in life.

If any of our boys should, unfortunately fall out of employment, we must try to get other jobs for them. If we have always given them 'Scouting for Boys', we shall have been instrumental in building characters that will be the greatest insurance against difficulty. The other great means of countering these tendencies is the right employment of leisure. This gives us a new line on the Proficiency Badges. We must encourage Proficiency Badges more than ever we did, not only in order to discover aptitudes, but also with the idea of establishing hobbies.

Try to get a workshop, completely equipped with tools. There should be one in every Troop headquarters.

Arts and Crafts Exhibitions are a great help. If they don't run one in your district, try to get it going. Have one yourself, in your own Group.

Encourage your boys to make their own camp equipment. It is cheaper and it may be made the 'done thing' and part of the tradition of your Group.

Modern Youth.—Modern youth is all right except that it suffers from a number of things which make life rather difficult for it to take on trust and which necessitate the learning of its lessons in a hard school.

Youth is always inclined to blame the elders for the mess that has been made of things.

Modern youth is not so black as it paints itself. The leaders of it, we suspect, are degenerate members of our own generation. It behoves us, therefore, very humbly, to do our best for the world at large by making the best of the glorious charge that has been given into our hands and giving to our boys Scouting for Boys interpreted in the light of the vision that we have seen.

These things must worry us, but how little they need do so, so long as we do our best. The boys about whom people worried so much in the early '30's were the heroes of the Second World War. And what heroes they were! In every emergency they responded in every way as we would hope,

and it leaves us praying and striving to make our leadership worthy of them.

Standards of honesty have deteriorated. Something-for-nothing seems to be almost a creed, producing gamblers who will be on anything from horses to dogs, people who find excuses for raffles at Church Bazaars and folk who regularly fill in football coupons. People will take a good wage without giving a fair day's work in return. They will take all that you will give them and render nothing in exchange.

Well, keep on keeping on. Scouting is the remedy.

But the fact that they always respond and act like heroes in an emergency is a sign, perhaps, that we do not ask enough of them when no spectacular emergencies are about. If we ask a lot of our boys, they will give it and enjoy the giving. The more we trust them, the more they will respond to the trust.

Business Morality.—We all know what that is and how seriously it worries our Scouts and Rover Scouts when they go out into offices and factories and find in them accepted practices which run counter to the Scout Law. It behoves us to think these things out and be ready to advise our boys when they come to us with these problems, as they surely will. It would serve no purpose to lay down a suggestion for a definite line of thought or action here because each case will be different and interpreted differently by each boy. Just teach the Scout Law very thoroughly from the first. Keep it as the rule of life for yourself. Thus you will lead your boys to do the same. Keep the spirit of the Scout Law in discussing these problems with the boys and employ a lively faith to know that your joint decision, being right, will bring the affair to a happy issue.

The Sponsoring Authority is not a problem unless we make it so, but unless the S.M. acts in full sympathy with it, it is likely to create one. S.A.'s are a great source of strength. If you identify yourself with your S.A. and your S.A. with you, not only will no problem arise, but you will both be all the happier for the help which you can give each other. All the troubles that there have been under this head have been because of a lack of understanding of each other's point of view and we can only recommend, if you should be in such a case, that you should get together for a heart to heart talk.

and that the boys should be alert with their good turns to compel the understanding and regard of those who comprise the Sponsoring Authority.

Headquarters in Newly Built Areas are a very serious problem. You can only tackle this by enlisting your Sponsoring Authority, local residents and parents. You'll probably have to make a long distance plan and build a hut of your own. It is wonderful how small, regular contributions mount up. Your boys will earn money by giving displays. In the meantime, no doubt, you will hire a room in the school.

In this chapter, we have nibbled at a few of the outstanding modern problems but are heavily conscious that there are many more. Indeed they multiply day by day and are infinitely variable according to the character of the men who face them, the temper of human causes and the tone of the Group concerned. We can best help you tackle these by reminding you that:—

- (1) Help to overcome most difficulties may be found in *Scouting for Boys*.
- (2) Scouting should be the Rule of Life by which we and our boys express our religion. That is to say, it must permeate all our doings. If there is anything that we want to do into which we cannot admit the Scout Law, that thing should be taboo.
- (3) To be good Scouting, our training must be of Soul, Mind and Body.
- (4) Folk outside the movement will judge by results and the good turn expresses the right attitude, apart from personal appearance and so forth.
- (5) Good programmes are essential if Scouting is to be the game that the boys thought it was when they came to you.
- (6) The Commissioner is there to help you, and so is the Sponsoring Authority.
- (7) Use Proficiency Badges to help the boys to prepare for the future.
- (8) Use Scouting Badges for efficiency to help others, and for creating and holding that absorbing interest in Scouting from first to last.
- (9) Begin First Class and vocational training as soon as your recruit has passed his Tenderfoot Test.

CHAPTER XV

MISCELLANEOUS

NEWCOMERS.—It is absolutely necessary to investigate the character of those who offer themselves for Scout work, either as a Scouter or in any other capacity that will bring them into direct touch with the boys, and whose antecedents are unknown.

To that end the duty is laid upon the Local Association and the District Commissioner separately to take up references and make their inquiries.

The reason is that the Scout Movement attracts people who deliberately try to get into personal touch with boys for their own unworthy purposes, as well as those whose attraction for them is wholly physical.

If care is not taken, you may find that you have entertained one of these undesirables, but you will not find out it until some scandal has occurred which may damage the reputation of Scouting in your neighbourhood for many years and, what is worse, until one of your boys has suffered real injury of some kind.

It must be a golden rule that you will not let a volunteer whose antecedents are unknown, begin to work among your boys until you have referred him to the District Commissioner and obtained his consent, until you have obtained and taken up three references with satisfaction to yourself, and until you have obtained the newcomers' Scout history.

In any case, your District Commissioner's approval would be necessary.

Often the names of undesirables are known at Imperial Headquarters and your District Commissioner's first duty is to make inquiries of the Legal Department there. If, for any reason, the D.C. is not available, you are entitled to make the inquiry yourself.

This is but the beginning. If nothing is known against a

man, you are still bound to satisfy yourself that he is indeed the sort of man to whom you can entrust the job that you propose to give him.

Training.—For all newcomers, for the boys whom you take to be A.S.M.'s or A.C.M.'s from the ranks of your Senior Scouts or who come to it from Rover Scouting, and for all Scouters, there is training to be considered, so that you may all give of your trained best to the boys whom you serve.

The Road Ahead laid it down that every Scouter should undergo a Preliminary Training Course as a condition of his Warrant, and that he should take a Wood Badge Course within two years.

Gilwell and the County Training Teams provide all the opportunities of training that they can.

As soon as a Preliminary Training Course is announced for your neighbourhood, see that every Scouter in your Group to whom the Course applies asks for a place if it is possible for him to attend. Take every step you can to make it possible.

If no course is announced or has been announced for some time, ask the D.C. to apply for one and tell him how many Scouters you can send. This information will often help the D.C.C. or A.C.C. (T) to arrange a course much earlier than he would be able to do from his own estimates in his ordinary routine. If he knows that a certain number will be available in a certain neighbourhood, it is easier to dispose of them at once than to advertise a course if a sufficient number of candidates apply.

Wood Badge Training demands a little experience as well as willingness to learn. It is necessary also to have read and considered the fundamental books. The individual Scouter takes the initiative here and sends a request to the Camp Chief, Gilwell Park, Chingford, London, E.4, for the notebook and questions. Having obtained these, he settles down to answer these questions in the notebook. He will find them very searching and helpful. He will have to find out why he thinks this and that. He may discuss the question with whom he will, but what he writes down must be his own ideas. This is in no sense an examination, but is a discussion with the Reader of certain subjects which are raised from year to year.

A Wood Badge candidate may take Part II, the practical course in camp, before he has completed Part I, if he is

accepted by the D.C.C. concerned, but most people will agree that it is far better to take the whole course in the sequence for which it was designed. There are three studies in Part I, but all these details will appear when the candidate gets his note-book. Part II is a riot of busy happiness, including the making of friends in every walk of life and very often, of Foreign or overseas Scouters.

Part III consists of the application for a period of at least four months, in his particular Scouting job, of the things which have been learned on the practical course and which have evolved from the discussions with the Readers of Part I. It is judged by the District Commissioner, who has to make his report to the Camp Chief when he is invited to do so.

But there is what we might call ante-preliminary training.

The boy from your own pack, troop, senior Scout troop, grown into Assistant Scoutmastership will be the product of your Group and his training will have begun with his first entry. Therefore strive that as far as possible, there shall be no faults of yours to be reflected in him.

He will have passed through your interpretation of the Patrol system and his powers of leadership will be largely according to the exercise which you will have permitted during his Patrol Leadership.

His ideas of Troop records and of the Scouter's responsibility for his boys will be yours, for he will be a product of your general training. Not only this, but you will take him through your records—except the very private ones—as part of the special ante-preliminary training which you will now give alike to him and to the newcomer who has never been in Scouting before.

You will use both of them in the Troop or in whatever other section of the Group they are to work, giving them part of the programme and warning them in advance of what will be required of them, so that they may look up their subjects and be prepared, whether it be for games or instruction. An important part of this ante-preliminary training will be visits to other Troops or Packs and, whenever it can be arranged, definite attachment to one or two of them in succession for periods of at least a month.

The Patrol System.—The Patrol system falls into line for consideration here because it really is part of the training of

some of your future Scouters as well as the system by which and through which you will train all your Scouts.

The Patrol is the unit.

The Patrol Leader trains his Patrol. To do that he needs to be trained. The 'Scoutmaster's Patrol' of Patrol Leaders and Seconds should meet separately at least once a week and put in some thorough training so as to get and keep these fellows ahead of their Patrols. The object is that they may lead and not push.

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They all are taught that they are Scouting all the time and things like observation, tracking, nature observation and the like, can only be practised as you go about.

The Troop meetings are largely occupied by Patrol work. There are notices and arrangements and games, and there is a Scouter's instruction period, but the Patrol work or inter-Patrol competitions are the backbone of the evening. Outdoor meetings may be on the same system as indoor meetings, but they will usually consist of exercises in application of the things which have been learned, as will your games both indoors and out-of-doors.

The programme will be made in the Court of Honour. In the Troop it will be a continuous performance of the journey between Tenderfoot and First Class. That, on the whole will be your long distance programme for the year. It will be varied by the District competitions and other events, by your own camps, shows and festivities, but it will be the objective to turn out first class Scouts as they reach the standard, not through mugging up the tests so much as by these progressive Scouting practices.

So will you give them the 'good time', the anticipation of which probably attracted them to join in the first instance—just good, happy Scouting, broken here and there by the surprise announcement that the formal test in this or that subject will be taken on this or the other day, or even that

such and such a test was actually passed in the wide game which we had this afternoon.

The Court of Honour should meet regularly to make up the short term programmes, within the general programme, from week to week or from month to month.

■ If it is contended that such a general programme leaves the Patrol Leader with insufficient time, and perhaps takes too much of the Scouts' time, the answer is that Patrol meetings are more important than the weekly Troop meetings. The latter may be held more seldom say once a month, or the notices and Troop business may be dealt with at the weekly Church parade or Scouts' Own. The Scouters will have no less to do, but rather more, for they will have to be available on all occasions and will be welcome visitors at the Patrol meetings.

Duty to God.—All that we can do in the direction of training in Scoutcraft or the encouragement of good school work in preparation for employment will be worse than useless if it is not completed by spiritual training and exercise.

Thus only can we grow complete men.

The Scouter must lead in these matters. What he is will get across to the boys; not what he says. He should take them to Church at least once every Sunday, either by way of a Church parade or by invitation to call for him or meet him at the Church door, so that they may go in together.

If it is a Church Troop, some may be choir boys, others Servers. In any sort of Church, some jobs may be found for the boys in collaboration with the Minister. The essential thing is that they should have something to do—some responsibility.

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and the prayers. The P.-L. runs the Scouts' Own and different members of the Patrol read the prayers and the lesson and announce the hymns. It is important that they should prepare it in advance. They also choose the speaker. It will usually be the Skipper and will be so whenever he indicates that he wants to talk, either in a series of yarns or on a specific occasion.

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Card indexes or loose leaf books are best for each purpose. Useful cards and registers are on sale at the Scout Shops, but they mostly do not provide enough room for the camping record. If you design your own, they all need a complete record of names, addresses, ages, schools, Churches, parents or guardians, patrols or sixes, etc.; the cubs need a complete record from entry, investiture, to second star and all badges, service stars awards and the date of passing up into the Troop, as well as a record of Pack holidays. The Boy Scouts need a similar list up to First Class standard and the camping record; The Senior Scouts need the fundamentals and the progress from initial test, investitures, through First Class to Queen's Scout Badge, as well as the camping record, for you will find that quite half of them will come in afresh from outside the Movement. Rover Scouts need the fundamentals, a large space for addresses, much general space for records of the service which they undertake, not much for badges, and, of course, the camping record and valedictory notes.

Patrol Leaders need most of these particulars, a record of attendances and the payment of subscriptions, and a record of the progress of their boys towards First Class.

All the boys' and other subscriptions and income should be paid to the Treasurer intact and at once. It is better if he can call at every meeting in order to receive the money. All expenditure must either be authorised by the Group Council and Group Committee and paid direct by the Treasurer, or it must be from imprests in the hands of the Scouters in charge of each section; it must not be taken from the amounts received before they are passed to the Treasurer.

There must be an annual audit of accounts and copies must be supplied to the District Commissioner and the Local Association Treasurer. At the same time, a copy of the inventory of the Group property should also be supplied.

There may be separate Patrol Funds, based upon additional Patrol subscriptions agreed by the Patrol in Council and upon the earnings of the Patrol. When there are such funds, accounts must be kept and they must be checked by the Scouter each month, as well as incorporated in the Treasurer's annual accounts for the Group. They are administered by the Patrol.

The Treasurer keeps a separate account of the boys' subscriptions in the Troops, and nothing is spent from these funds except by the vote of the Courts of Honour.

Log Books are absolutely necessary. Nobody knows this better than one who has been saddled with the job of writing up a Group's history after thirty years or so! They vary—much—and there are periods of years when it is difficult to find anybody who really wants to tackle the job. It is better to insist upon a mere bare-bones-diary record and leave it to the coming every now and again of one who is moved to expand it into something more attractive, or to ask one chap here and there who has been more intimately concerned with a particular happening to 'write it up'. Patrol Logs are good. Each section must have a log, and it is a real necessity for there to be a Group Log Book.

Minute Books must be kept of Courts of Honour, Group Councils and Group Committees.

Since these records have to be kept, they should be kept well, in such wise that you may show them with pride to your visitors.

Challenges.—Challenges are an adventurous means of

improvement, whether they are offered to and accepted by other Patrols or other Troops. They are also a means of social intercourse—a sort of inter-Patrol or inter-Troop visit with a purpose. They are very proper to Senior Scouts, but there is no reason why they should not also be the practice of a Boy Scout Troop or Rover Crew.

The subject may be anything on earth that is approved by the Scouter—cricket, football, swimming, athletics, some new game or exercise, indoor games, any Scouting subject, any urgency of the moment such as may well be concerted between the G.S.M.'s and the D.C.

The idea of the challenge is the same as used to move knights, to establish themselves at some cross road and to challenge all comers who seemed able to put up a good fight—'to seek some advancement', to learn some lessons in the chosen contest from one who is master at the game.

So, this should be borne out in the manner of the challenge, It should be couched in courteous language, offered with proper humility and with a stated desire to learn of the challenged, and it should ask the help of the challenged in the challenger's endeavour to 'seek advancement'. It is no bad thing if a feed or celebration is planned to celebrate the end of the contest, whatever it may be.

Here is another opportunity, if you wish, of emphasising the parallel between Scouting and Chivalry.

Senior Scouts' challenges are less orthodox as a rule, and lead to adventures far afield. They need watching, however, for they are apt to go from strength to strength until they involve endurance tests which border on the foolhardy.

Grants.—Grants are obtainable from and through the Local Youth Committee for various purposes. In one way, there seems to be no reason why Scouting, which is doing a more far-reaching work than other youth organisations, should not share with them whatever is going—so long as it lasts. But it used to be our pride that we earned all the money that we needed, and if we can fulfil the greater need for building headquarters of our own and maintaining them and all the other expenses that they involve by our own efforts, we are fulfilling our first principles and maintaining our independence.

In any case, do not apply for a grant without first seeking

the advice of the Grants Department at Imperial Headquarters.

A Workshop.—If you can by any means manage it, do have a workshop for the use of all members of your Group above the age of entry into the Boy Scout Troop. It should not be for woodwork only but for every sort of craft.

It should be under careful supervision and, if you have not a Senior Scout or Rover Scout who is qualified to run it, you will find a layman or an Old Scout who will do so.

Our own is run by a Senior Scout and a Patrol Leader.

No one is allowed to begin to work there until he has applied for entry and has been accepted, has demonstrated his ability (after teaching if necessary) to take proper care of tools and has made a working drawing of the job he proposes to tackle.

CHAPTER XVI

CO-OPERATION

WE must look wide for the vision to inspire our service if the most is to be made of Scouting for our boys.

The vision of a dreamer may be beautiful, but unless it is made the basis of action, it becomes a selfish satisfaction and, what is worse, engenders a sense of superiority. So, vision must be exercised in work; the wider the vision, the more will be the work; the more we shall see to do and the less reasonable will it seem to tackle the job alone. It becomes too big for one man.

With co-operation we can tackle anything, even the question of employment; but it is necessary to remember that there are no sleeping partners in co-operation. The word means what it seems to mean, working together, and all parties concerned must work without stint if the object of the co-operation is to be secured.

Let us pause here for a minute to consider the implication of the first clause of the Scout Promise. Surely it is that, co-operate with whom we will, to the utmost extent and beyond, it will all be perfectly useless unless we co-operate with God first and all the time. It is a proud privilege to be taken humbly; for pride alone would create God in our own image and work fruitlessly for no good and, likely enough, for positive evil. In all the lines of co-operation suggested below, therefore, let it be implicit that we must seek to co-operate with God. Among the many other lines of co-operation that will develop with local problems, outlook and efficiency, as well as with different degrees of leadership, here are a few that must certainly be open to all of us and which are essential to successful Scoutmastership.

The Sections of a Group.—We would place first the necessity for co-operation between Cubs, Scouts, Senior Scouts and Rover Scouts. This is to be achieved by wise, far-sighted

leadership by the G.S.M.; by means of the Group Council; a joint list of the week's arrangements; joint Church Parades; a constant interchange of visits by the S.M. to the Pack, Crew and Senior Scout Troop; by the C.M. to the Troops and by the R.S.L. to the Troops; by the sharing of difficulties; by real friendship between the Scouters of the Group and by joint good turns on special occasions.

The Sponsoring Authority.—Having welded your Group into one and in the act of making it stronger and stronger by continual working together, it is your privilege to work with the Sponsoring Authority. This gives an added purpose to your brotherhood and properly understood, it carries with it additional romance. To be perfect and to be productive of the utmost strength to your Group, you must become identified with your S.A. Assuming that your S.A., if any, is your Church, there still remains the necessity for co-operation with the Church as distinct from its responsible clergyman. As a general rule priests and ministers are sympathetic, but quite often the lay authorities are not quite so helpful. This provides an exercise in determined co-operation in spite of the difficulties. Every opportunity of demonstrating goodwill must be watched for and seized. Perfect courtesy must characterise all your dealings with every member of the congregation. This applies not only to yourself, but to all members of the Group. Rules, however oppressive, must be kept punctiliously. Good turns, cheerfully executed, must be a constant manifestation of your glad fellowship. You must all take part in the life of the Church as ordinary members of the congregation as well as Scouts, and each must do his part if called upon to serve in any office or ministration apart from his Scouting duties.

You are fortunate if this also involves co-operation with a school attached to your Church. You will need to be friendly with the headmaster in order to work with him for the help of your boys as set out in the chapter on modern problems. The headmaster should certainly be invited to join your Group Committee or Parents' Association. He may become a member of the Local Association. By working together, you can bring Scouting into the lives of most of the boys in the school, to the advantage of both school and Group.

The Scouters of your Section.—It should be utterly absurd

to think of writing under this heading, but it is sadly true that many a good Troop or Pack has been spoiled by lack of co-operation between the S.M. or C.M. and his assistants. It is so easy to fall into the way of running the whole show yourself. I have even known one Scouter to be jealous of another's influence with the boys. Ours is a great job and we mustn't be too small for it. We must push the others into the foreground. Listen courteously to all their suggestions and try them out unless they are certain to do harm to the Troop or Pack. Share the work of planning programmes. Delegate the work. There's much for you to do. It is only possible for you to do all that you must if you share the work with your assistants. Besides, is the world going to end when you die? How will they carry on and make the Group worthy of its objects if you have never given them the chance to do anything but watch?

The Parents.—Surely we must seek the parents' co-operation without ceasing. Sometimes it is a little difficult to persuade them to take it seriously, but they will so do sooner or later, if we keep on keeping on. Visit them as often as you can. Discuss the boys' prospects in Scouting, in school, and at business. Make it the natural thing for them to call you into council at times of crisis, because you are recognised as their friend and the boys'. Get them to join your Parents' Association, appoint one of their number as chairman and give them opportunities of helping you at fetes, displays and other money-raising functions. They can sell tickets and they can do work behind the scenes. Get them to come in to the life of your Church if your Group is associated with a Church. Let them feel that co-operation with you is the best means of sharing the lives of the boys who are growing out of their dependence upon them. You know how the boys react to their growing powers and how self-reliance shuts down some of the smaller everyday channels of childish communication between themselves and their parents and how this gives their parents moments of sadness while they rejoice in their growing powers. It will be a great happiness to these parents to realise how easily they may share your privilege of living with the boys. There is so much in this bald statement that it demands your sympathetic thought before you pass on. You cannot understand by working it out even if we were to

some of your future Scouters as well as the system by which and through which you will train all your Scouts.

The Patrol is the unit.

The Patrol Leader trains his Patrol. To do that he needs to be trained. The 'Scoutmaster's Patrol' of Patrol Leaders and Seconds should meet separately at least once a week and put in some thorough training so as to get and keep these fellows ahead of their Patrols. The object is that they may lead and not push.

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Here is another opportunity, if you wish, of emphasising the parallel between Scouting and Chivalry.

Senior Scouts' challenges are less orthodox as a rule, and lead to adventures far afield. They need watching, however, for they are apt to go from strength to strength until they involve endurance tests which border on the foolhardy.

Grants.—Grants are obtainable from and through the Local Youth Committee for various purposes. In one way, there seems to be no reason why Scouting, which is doing a more far-reaching work than other youth organisations, should not share with them whatever is going—so long as it lasts. But it used to be our pride that we earned all the money that we needed, and if we can fulfil the greater need for building headquarters of our own and maintaining them and all the other expenses that they involve by our own efforts, we are fulfilling our first principles and maintaining our independence.

In any case, do not apply for a grant without first seeking

the advice of the Grants Department at Imperial Headquarters.

A Workshop.—If you can by any means manage it, do have a workshop for the use of all members of your Group above the age of entry into the Boy Scout Troop. It should not be for woodwork only but for every sort of craft.

It should be under careful supervision and, if you have not a Senior Scout or Rover Scout who is qualified to run it, you will find a layman or an Old Scout who will do so.

Our own is run by a Senior Scout and a Patrol Leader.

No one is allowed to begin to work there until he has applied for entry and has been accepted, has demonstrated his ability (after teaching if necessary) to take proper care of tools and has made a working drawing of the job he proposes to tackle.

CHAPTER XVI

CO-OPERATION

WE must look wide for the vision to inspire our service if the most is to be made of Scouting for our boys.

The vision of a dreamer may be beautiful, but unless it is made the basis of action, it becomes a selfish satisfaction and, what is worse, engenders a sense of superiority. So, vision must be exercised in work; the wider the vision, the more will be the work; the more we shall see to do and the less reasonable will it seem to tackle the job alone. It becomes too big for one man.

With co-operation we can tackle anything, even the question of employment; but it is necessary to remember that there are no sleeping partners in co-operation. The word means what it seems to mean, working together, and all parties concerned must work without stint if the object of the co-operation is to be secured.

Let us pause here for a minute to consider the implication of the first clause of the Scout Promise. Surely it is that, co-operate with whom we will, to the utmost extent and beyond, it will all be perfectly useless unless we co-operate with God first and all the time. It is a proud privilege to be taken humbly; for pride alone would create God in our own image and work fruitlessly for no good and, likely enough, for positive evil. In all the lines of co-operation suggested below, therefore, let it be implicit that we must seek to co-operate with God. Among the many other lines of co-operation that will develop with local problems, outlook and efficiency, as well as with different degrees of leadership, here are a few that must certainly be open to all of us and which are essential to successful Scoutmastership.

The Sections of a Group.—We would place first the necessity for co-operation between Cubs, Scouts, Senior Scouts and Rover Scouts. This is to be achieved by wise, far-sighted

leadership by the G.S.M.; by means of the Group Council; a joint list of the week's arrangements; joint Church Parades; a constant interchange of visits by the S.M. to the Pack, Crew and Senior Scout Troop; by the C.M. to the Troops and by the R.S.L. to the Troops; by the sharing of difficulties; by real friendship between the Scouters of the Group and by joint good turns on special occasions.

The Sponsoring Authority.—Having welded your Group into one and in the act of making it stronger and stronger by continual working together, it is your privilege to work with the Sponsoring Authority. This gives an added purpose to your brotherhood and properly understood, it carries with it additional romance. To be perfect and to be productive of the utmost strength to your Group, you must become identified with your S.A. Assuming that your S.A., if any, is your Church, there still remains the necessity for co-operation with the Church as distinct from its responsible clergyman. As a general rule priests and ministers are sympathetic, but quite often the lay authorities are not quite so helpful. This provides an exercise in determined co-operation in spite of the difficulties. Every opportunity of demonstrating goodwill must be watched for and seized. Perfect courtesy must characterise all your dealings with every member of the congregation. This applies not only to yourself, but to all members of the Group. Rules, however oppressive, must be kept punctiliously. Good turns, cheerfully executed, must be a constant manifestation of your glad fellowship. You must all take part in the life of the Church as ordinary members of the congregation as well as Scouts, and each must do his part if called upon to serve in any office or ministration apart from his Scouting duties.

You are fortunate if this also involves co-operation with a school attached to your Church. You will need to be friendly with the headmaster in order to work with him for the help of your boys as set out in the chapter on modern problems. The headmaster should certainly be invited to join your Group Committee or Parents' Association. He may become a member of the Local Association. By working together, you can bring Scouting into the lives of most of the boys in the school, to the advantage of both school and Group.

The Scouters of your Section.—It should be utterly absurd

to think of writing under this heading, but it is sadly true that many a good Troop or Pack has been spoiled by lack of co-operation between the S.M. or C.M. and his assistants. It is so easy to fall into the way of running the whole show yourself. I have even known one Scouter to be jealous of another's influence with the boys. Ours is a great job and we mustn't be too small for it. We must push the others into the foreground. Listen courteously to all their suggestions and try them out unless they are certain to do harm to the Troop or Pack. Share the work of planning programmes. Delegate the work. There's much for you to do. It is only possible for you to do all that you must if you share the work with your assistants. Besides, is the world going to end when you die? How will they carry on and make the Group worthy of its objects if you have never given them the chance to do anything but watch?

The Parents.—Surely we must seek the parents' co-operation without ceasing. Sometimes it is a little difficult to persuade them to take it seriously, but they will so do sooner or later, if we keep on keeping on. Visit them as often as you can. Discuss the boys' prospects in Scouting, in school, and at business. Make it the natural thing for them to call you into council at times of crisis, because you are recognised as their friend and the boys'. Get them to join your Parents' Association, appoint one of their number as chairman and give them opportunities of helping you at fetes, displays and other money-raising functions. They can sell tickets and they can do work behind the scenes. Get them to come in to the life of your Church if your Group is associated with a Church. Let them feel that co-operation with you is the best means of sharing the lives of the boys who are growing out of their dependence upon them. You know how the boys react to their growing powers and how self-reliance shuts down some of the smaller everyday channels of childish communication between themselves and their parents and how this gives their parents moments of sadness while they rejoice in their growing powers. It will be a great happiness to these parents to realise how easily they may share your privilege of living with the boys. There is so much in this bald statement that it demands your sympathetic thought before you pass on. You cannot understand by working it out even if we were to

help you by devoting to the subject more space than we can afford; you can only get a grip on the idea by sympathetic co-operation with your boys' parents. The greatest 'help' that the parents can give to their boys and to you is by coming in to the life of the Troop as far as you will let them, by taking part in the life of the Church (if any) to which you are attached and then, out of the enthusiasm that will grow out of their association with Scouting, being earnest to attract more boys to join your or some other Troop.

The District.—This involves a number of things. The District Commissioner is there to help you and to be to you as you are to your boys. Remember that if you cannot keep the law in relation to him you cannot hope that your boys will keep it in relation to you. Go to him in your difficulties. Obey him by the compulsion of self-discipline, by the constraint of your loyalty, affection or respect—whichever is the fittest term in your particular case. He is the channel—of your loyalty to the Chief.

The Secretary of the L.A. has a strenuous job. Make it easier for him. Answer his letters promptly (and everybody else's too). He has the most obscure, the most maligned and probably the hardest job in the District and he does it more or less cheerfully with less compensations than the rest of you. Show your appreciation sometimes.

The Badge Secretary deserves your co-operation. Most of the complaints made against badge secretaries are really traceable to some sort of non-compliance with necessary rules on the part of the Scouters. It is the same with badge examiners. You owe them courtesy, a debt which is not always paid. They are striving to help your boys directly, and it is up to you to observe the rules that they lay down for the more efficient running of their jobs. Show them some appreciation too.

The Local Association in practice is made up chiefly of people like yourself. Don't be too busy to attend the meetings. Think out the problems that are discussed and try to help to a wise solution. Preserve your sense of humour and believe always that those whom you have placed in authority are trying to live up to their trust.

Plenty of jobs of work will crop up in a healthy L.A. in connection with district events, competitions and displays

as well as district good turns. See that you take your fair share, and be willing to take more than your fair share of the work involved. See that your Group takes part.

L.A. Finance depends, very often, upon the contributions of the Groups. Nearly always there is a recognised rate per Group of contribution to the Association Funds. See that you do your part unless you have full and free exemption because of the very special circumstances of your Group. It is good for you to do something, however, even at some sacrifice.

Cultivate the other Groups in the district and help your boys to look wide by arranging inter-Troop visits. Encourage inter-Patrol visits. Welcome visitors. Support the training schemes. If you do not need them, other Scouters do, and they may be helped by your presence. You can always learn much from each other.

Rovers do mix very well as a rule and they naturally co-operate as a District for service work. If yours is a District where Rover Scouts are few, you may be able to help some other Crew a great deal by finding service work of some kind which its members may share with your own Crew. It may be instruction work in your own Troop, in some subject which your own Crew has not tackled.

Let your camp programmes be made out in good time and send in your P.C. form for the summer camp as early as possible, even some months before the camp takes place. This will help your own D.C., but it will help the D.C. of the place which you propose to visit much more. The programmes will help your boys much more than you imagine, if you have not already tried them out. Again, co-operate with everybody concerned by being punctual with your correspondence.

The County.—You do not come into direct touch with the County people, but every time you fail to realise the importance of co-operation with them you let down your D.C. and your district. Obvious points of co-operation are training (preliminary or Wood Badge training for yourself; First Class, Camper Badge, pioneer training for your boys), taking your part in County events, making use of the County camping ground if any, strict compliance with rules and, again, correspondence.

Your County has available an I.H.Q. insurance scheme to cover accidents, etc., while the boys are in your charge. It is not only a help to yourself and your boys but also a great help to the other Groups if your Group can participate also.

Other People.—Keep in sympathetic personal touch as far as possible with schoolmasters, other Boys' Organisations, the Youth Employment Officer and the local organiser of the Evening Classes that are run by the Education Authority. In most cases touch will be kept with such places and with the men who are responsible for them by your District; but don't leave it to the people at the centre. Be prepared to do your part. In any case, you will have to find out all about them in your efforts to advise your boys from time to time.

Girl Guides.—There can never be any question of training Scouts and Guides together. Co-operation here must be on the part of the Associations and on the part of the D.C.'s. A Scout Troop may do any number of good turns for a Guide Company and the Scouters and Guiders of a district may easily find many means of helping each other. The two movements may be thought of as one in that they have the same objects and policy, but the means of training Scouts and Guides must be and must remain different and separate entirely. It is good to have representatives of each on the other's Local Association. Some districts have parades of Scouts and Guides to march from different parade grounds to a central church or other meeting place for the celebration of great occasions like St. George's Day.

Handicapped Scouts.—This is a great department at I.H.Q. and it is doing a wonderful work for boys who could not otherwise become Scouts. Do your best to help or to provide help for any 'handicapped' boys in your neighbourhood. You may be called upon to attach one to your Troop or to provide instruction or to visit one who is in hospital. Do it cheerfully or provide a Rover Scout or somebody else who is capable of doing the job. Co-operate with the movement at large and with the Handicapped Scout Department in particular by giving transfers to handicapped boys who leave your neighbourhood and by demanding them from boys who come to live in your area and who have been Scouts in some other Troop. Write to the Scouter of the former Troop and take a great deal of trouble to find a Troop, and to write to its Scout-

master in the place to which your Scout has removed. Your D.C. will help you here.

International.—Help your boys to understand the international aspect of Scouting. There is a sane internationalism which can find joy in the brotherhood of the nations while still being thankful for the privilege of being born British. We can be loyal to the world at large *through our* intense loyalty to our own Queen and Country. We can find a reason for international brotherhood in our religion, and we shall find it easier to realise the more we understand one another and the more friends we have in other countries. The great reason why nations suspect each other and fly to armaments and threats of war and even acts of cruelty is FEAR. There is only one thing that really conquers fear—'Perfect love casteth out fear.' It is not for us as Scouts to say or to preach what we should do in this or that eventuality. We hope that we shall always take the way of duty and self-sacrifice, whatever may be the problem in hand, but it is certain that we shall be doing our best to promote international brotherhood, justice and right by doing our best to understand our opposite numbers in other nations and to strike up individual friendships with them. All this is rather for ourselves than for preaching to our boys. They will be fully content with the adventures that our determination to make international contacts will provide.

There are two things which will foster and make more and more powerful these efforts after international friendship.

The first is the fact that the B.-P. Guild of Old Scouts has been, and is being, pressed forward in all Countries included in the Boy Scouts International Bureau. There is nothing for us to do yet in furtherance of international communications between Old Scouts of the various countries, but anything that we can do to make our own branches of the Guild alive will help very much to achieve the wider objective.

The second thing is the existence of the Link-up scheme, whereby Groups and Districts in two countries are specifically linked through their own headquarters, exchange correspondence and logs, swap stamps, send gear, form individual friendships, exchange visits, camp together and generally get to know each other as brother Scouts. Forms of application may be obtained from the International Departments at

Imperial Headquarters in London and Scottish Headquarters in Edinburgh. Three-cornered links may be established between home, imperial and foreign Groups; but it is obviously much more possible for visits to be exchanged between Great Britain and Western Europe.

It would be grand if every Group had on the walls of its headquarters a link-up certificate and was doing its best to make the link-up real.

If circumstances permit, let us try to send some of our own boys at least to the nearer international jamborees. If boys from our own Troop cannot go, perhaps we can help to send others from the district.

Perhaps, now and again, we can take our own Troops on foreign adventures. We can get the co-operation of Troops abroad who will give us the hospitality of their headquarters for town visits or find us camping grounds.

Then again, we can, perhaps, entertain visiting Troops from other countries. It is a good plan to camp with them for a time to make such close friendships as are made in camps and then to take them home to be accommodated in our own houses or to sleep in our headquarters, while we take them round our own home district to see the sights, to meet other Troops and to get as good an impression of our own country as we can give them in the time available. It is absolutely necessary to communicate with the International Department at Imperial Headquarters before inviting a Troop from abroad or before making arrangements to take your own boys to a foreign country.

Boy Scouts.—Finally, remember that all your working together is with your own boys. Do not forget this in the multitude of things that have to be remembered if you are to do the utmost possible for each of your boys. It is the game of 'Scouting for Boys' and it must remain a game which you must play with them. Because the hints written above are designed to cover as many means of helping the boys as possible, they appear formidable. Really, they are all part of the game, and, as has been written before, you may find more time to do more things if you will but delegate your jobs and use your A.S.M.'s and Patrol Leaders, your parents (of the boys) and your friends as well as the Rover Scouts of your Crew. In spite of your many jobs, try to be

a boy among your boys, to think their thoughts and to share their great aspirations. It will thus be easier to work with them, just a little in front, enough to lead them.